



# Recruitment and Selection Policy and Procedure

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## **1. Statement Of Intent**

- 1.1 NHS 24 recognises that the delivery and development of effective patient care is dependent upon having the right people in the right place at the right time and therefore regards the operation of an effective recruitment and selection policy as an essential management tool. NHS 24 is committed to operating selection processes which embed the 2020 Workforce Vision and Values and delivers fair and evidenced treatment for all applicants.

## **2. Scope Of The Policy**

- 2.1 This Policy and its application applies to all NHS 24 employees involved in the recruitment and selection process, including those engaged in paid work including permanent, fixed term, secondment, zero-hour contracts, , either employed directly with the NHS board or via another organisation thus including agency workers. The policy also relates to those undertaking unpaid work including volunteers, students, individuals undertaking work experience or honorary contracts.

## **Principles**

- 2.2 The operating principles of the Policy are: -
- To adhere to various statutory duties to appoint on merit
  - To ensure that recruitment and selection is fair and promotes equal opportunities
  - To support cost effective recruitment processes
  - To attract, select and retain valued employees
- 2.3 As an employer, NHS 24 is committed to delivering equality and embracing diversity. We welcome applications irrespective of age, disability, gender, gender reassignment, race, religion or belief, sexual orientation, language, social origin or other personal attributes, including beliefs or opinions such as political beliefs.
- 2.4 These principles will help us ensure that our staff profile, at all levels, is generally representative of the people we serve, and so

enable us to be responsive to meeting the needs of all Scotland's diverse communities.

- 2.5 As part of our wider work in delivering equality and embracing diversity, we conduct an annual analysis of our workforce profile in terms of major equality communities and publish reports on our findings. Where these findings indicate that our workforce profile does not adequately reflect the profile of the people we serve, or that there are structural barriers to our achieving a balanced workforce profile, we will take action to remedy this. Where this is the case, some of the following guidance may be set aside or suspended in order to achieve the required outcome. In these cases, fully detailed records will be maintained for independent audit purposes and provide evidence that any action we take to improve the equality profile of our workforce is fully compliant with the provisions of the law in this area.

### **3. Legal Obligations**

- 3.1 This Policy will be carried out in accordance with Fair For All – Health Directorate Letter (2002)51, NHS 24's Equality, Diversity and Human Rights Statement (this can be found at [Equality and Diversity Homepage](#)), NHS 24's Disclosure Policy, Partnership Information Network Guidelines (PIN) and in compliance with relevant legislation to ensure all appointments are fair and free from discrimination.

### **4. Roles And Responsibilities <sup>1</sup>**

- 4.1 The HR Business Support Team at NHS 24 is responsible for working in partnership with hiring managers to ensure that all vacancies are filled by suitably skilled individuals. All recruitment activities are supported through the HR Business Support Team.
- 4.2 Each manager is responsible for ensuring that recruitment for their vacancy follows the process and standards outlined in this policy.

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<sup>1</sup> NHS 24 Participation and Equalities home page can be found at the following link - <http://intranet/Participation-and-Equalities>

They must ensure that the recruitment and selection process is carried out in a transparent, fair and thorough manner, paying due regard to current legislation and best practice. Hiring managers should maintain and update their knowledge and skills in the recruitment and selection process. All managers leading interview panels must have been through NHS 24 Interview Skills Training. This should be refreshed on an ongoing basis every 2 years to keep legislative knowledge and process changes up to date.

4.3 With advice and assistance from the HR Business Support Team, hiring managers are responsible for:

- Analysing and reviewing jobs to confirm suitability of any current job description, taking into account skills, competencies and experience required for the job.
- Writing or re-writing job descriptions to reflect the above and ensuring that those job descriptions are taken to a job evaluation panel for banding.
- Ensuring that all posts have a full and foundation Knowledge and Skills Framework (KSF) outline and that this is updated to incorporate any changes made to the role.
- Ensuring that the potential pool of applicants is not unreasonably restricted by anything contained either in the job description or any advert.
- Follow agreed processes to obtain approval to recruit to all permanent and temporary posts, whether they are new or existing vacancies.
- Follow timelines agreed with the HR Business Support Team to recruit to permanent and temporary posts, whether they are new or existing vacancies.
- Agreeing with the HR Business Support Team prior to the vacancy advert closing any shortlisting criteria.
- Assessing all applications fairly against agreed and written short listing criteria and ensuring that any applicants declaring a

disability who meet the short listing criteria are guaranteed an interview.

- Interviewing all candidates short listed and where appropriate use other selection tools in an objective and open manner.
- Ensuring anyone delegated to participate in the recruitment and selection of staff has received adequate training before participating in the process. Managers should discuss this with the HR Business Support Team to agree the appropriate panel members for all interviews.
- Ensuring new staff receive a timely and tailored induction programme, including the attendance on mandatory and statutory training programmes.

Hiring managers may not agree any specific terms and conditions of employment without the written consent of an appropriate senior HR manager.

4.4 To support a fair and effective recruitment and selection process for all applicants the HR Business Support Team is responsible for:

- Providing appropriate training in the recruitment and selection process which hiring managers should attend before being able to select staff.
- Advising hiring managers on issues contained within this policy, as well as best practice and current legislation.
- Providing options and solutions to meet the recruitment needs of managers whilst maintaining consistency of standards and processes across the organisation.
- Ensuring all pre and post-appointment checks are carried out in line with best practice and the appropriate employment legislation/regulations.
- Confirming all appointments in writing and agreeing all terms and conditions of employment with successful candidates.

- Monitoring and auditing the recruitment processes on a regular basis and ensuring that any recruitment partner(s) comply with the standards required by this policy. Some of this data is presented on an annual basis to the Board Equality, Diversity and Involvement of Patients and the Public (EQIPP) Committee in the draft annual equality and diversity report.
- Ensuring value for money at all stages.

4.5 While Boards are responsible for undertaking pre-employment checks, there may be circumstances where checks are delegated to another organisation, such as recruitment agencies for temporary agency staff. In such cases Boards must satisfy themselves that the appropriate checks outlined as per the PIN are being undertaken by way of regular audit and monitoring processes.

## **5. Approval To Recruit**

- 5.1 All recruitment within NHS 24 is authorised by the Vacancy Control Panel which consists of the Director of HR, the Director of Service Delivery and the Director of Finance. All posts must therefore follow the process detailed below in Appendix 1.
- 5.2 Before preparing to fill a vacancy, the hiring manager has a responsibility to decide whether the post is still required or needed in its present form. Prior consideration for appointment should be given to any permanent employee facing redeployment under NHS 24's Organisational Change Policy or a fixed term employee whose contract is not being renewed if the post is potentially a suitable alternative to the employee's existing post. In addition, opportunities for flexible working should be assessed and acted upon in order to attract as wide and talented a group of applicants as possible.
- 5.3 New posts or changed posts falling under Agenda for Change terms and conditions will not be sent for approval without being evaluated under the Agenda for Change NHS Job Evaluation Process. In addition, all posts must have an up to date full and foundation KSF outline. Advice regarding this can be obtained from the HR

Business Support Team/Learning and Professional Education team (KSF advice).

- 5.4 Hiring managers have a responsibility to be clear about the content of the job and the attributes the job holder needs to undertake it. The job description and person specification are therefore an essential part of the preparation for recruitment.
- 5.5 Job Descriptions should be reviewed every time a vacancy occurs to ensure that they remain relevant and are flexible, including making reasonable adjustments should people with disabilities apply.
- 5.6 Details of any working patterns/shift rota and on-call rotas' should be included with the Job Description & Person Specification
- 5.7 It is the responsibility of the hiring manager to ensure that a Recruitment Authorisation Form (**Appendix 1**) is completed and authorised as appropriate, this includes obtaining the required Directors signatures. The final job description and KSF outlines must be attached to the approval form.
- 5.8 Once fully complete this should be sent to the Workforce Planning and Development Team for onward travel to the Redeployment panel or Vacancy Control Panel (where redeployment is not suitable) for final approval . Forms must be received no later than 4.00pm on a Thursday for this to be processed through the above steps the following week. Any received following this will be sent to the next again meeting, unless prior arrangements have been made in respect of this.
- 5.9 No position will be advertised until the required written approval is received from the Redeployment or Vacancy Control Panels.

## **6. Advertising**

- 6.1 The HR Business Support Team will agree the content of advertising with the hiring manager prior to publication and place accordingly with the advertising medium to ensure best value. Where salary is shown, agreement will be reached with the hiring manager whether to show full salary band or minimum point only. Where full salary

band is shown, managers will be responsible for managing candidates salary expectations at interview, in line with Agenda for Change rules and NHS 24 Salary Placement Guidelines (**Appendix 9**). As standard, all posts will be advertised internally, via the intranet.

6.2 Where external advertising is appropriate the following media/sources will be used in the first instance:

- NHS 24 Website and intranet pages
- Health Service internet, SHOW.
- S1Jobs (or other appropriate web media)

6.3 Maximum use will be made of the internet to facilitate cost effective advertising spend. Additional sources of recruitment advertising such as newspapers, professional journals etc. will be considered should other methods of attracting applicants prove unsuccessful or the position being advertised requires this in the first instance. The budget and authority for selection and approval of recruitment sources lies with the appropriate senior HR manager.

6.4 All external advertisements will include the positive about disability “double tick” symbol and an Equal Opportunity Statement.

6.5 All external/internal adverts should run for two weeks. Exceptions to this must be agreed in advance with the appropriate senior HR manager.

6.6 External advertising decisions will be linked to achieving the organisations strategic goals, 2020 Vision and Values including a workforce which reflects diversity within NHS 24

6.7 All advertising will include a reference to the availability of application forms in alternative formats.



## **7. Vacancy Response Management**

7.1 The HR Business Support Team will be responsible for effectively response managing the vacancy. As a minimum applicants will be provided with:

- NHS Scotland application form (**Appendix 2**)
- Job description
- Knowledge and Skills Framework Outline: Full and Foundation

Hiring managers are responsible for providing the job description and both KSF outlines and any additional information required for the recruitment pack.

7.2 The HR Business Support Team will check off all documentation, assign a job file and job reference number.

7.3 On receipt of completed applications, all candidate's personal details and equal opportunities information will be detached from the NHS Scotland application form by the HR Business Support Team and each candidate will be allocated a unique reference code for ongoing identification. In general we are unable to formally acknowledge receipt of all applications. However, candidates who submit applications via email or online will receive an automated acknowledgement.

7.4 Manager will complete shortlisting on anonymous applications no later than 3 working days after the vacancy closing date, or at a time agreed in advance with the hiring manager.

## **8. Shortlisting Applicants**

8.1 Hiring managers will send short listing criteria to the HR Business Support Team in advance of the closing date for the post. Short listing criteria should be designed in accordance with the Guide to Short listing and Selection Arrangements Form (**Appendix 3**). The HR Business Support Team will then prepare the applications for short-listing to be sent to the hiring manager.

- 8.2 Depending on volume of applications The HR Business Support Team may be able to support the manager in short listing, or this can be carried out by the Selection Panel.
- 8.3 In line with NHS 24 Equal Opportunities approach and the provisions laid out in the Equality Act, all candidates who choose to participate in the disability guarantee scheme and meet the minimum essential selection criteria must be interviewed.
- 8.4 If there are a substantial number of applicants who meet the essential criteria, and the utilisation of any desirable criteria has not resulted in this being reduced to a more viable number (i.e. it remains impracticable to interview them all), the short listing panel should agree on the criteria to be used to reduce this to a manageable number. The criteria must be justified, recorded and based on elements of the person specification.
- 8.5 If there are no applicants who meet the essential short listing criteria, the post should be re-advertised. If only one applicant meets it, then a decision should be taken on whether it is appropriate to interview just one candidate. This is not best recruitment practice, however it is recognised that it may be appropriate in certain circumstances.
- 8.6 It is the responsibility of the hiring manager to ensure that a record of the short listing process is made and returned to the HR Business Support Team on the appropriate Short List Criteria Form. **(Appendix 4)**. This documentation should be returned to the HR Business Support Team within five working days of receiving it or within a mutually agreed timeframe. Applications cannot be progressed to interview until a completed shortlisting criteria has been completed and returned to the HR Business Support Team.
- 8.7 The hiring manager should indicate on the Guide to Short listing & Selection Arrangements Form the interview arrangements, date, venue, confirmed panel members and times for each candidates. **(Appendix 3)**. This should be returned to the HR Business Support Team along with the short listed candidate packs.

- 8.8 The HR Business Support Team are responsible for arranging and sending conformation of the interviews to short listed candidates and confirming attendance with hiring managers. When setting interview dates hiring managers should take account of turnaround time for notifying candidates of the interview date and provide the HR Business Support Team with a minimum of 7 working days notice of the intended interview dates. This is to allow for processing and a courtesy to candidates giving them a minimum of 5 working days notice from receiving the communication/letter to attending the interview. It is recommended the hiring manager should therefore identify a suitable interview date at the very start of the process and ideally place this in the advert.
- 8.9 The hiring manager will be responsible for all other administrative arrangements required for the interviews such as room bookings, arranging equipment etc.

## **9 Selection Process**

- 9.1 All interview packs are accompanied by a Guide to Interviewing (**Appendix 5**). Panels will comprise of no less than two members, normally one being the Line Manager for the job function. In addition, unless in exceptional circumstances the panel should be gender balanced comprising of males and females.
- 9.2 Staff who may be future peers of the candidate will not participate in interviews, other than in exceptional circumstances as agreed by the appropriate senior HR manager.
- 9.3 There may be occasions when external assessors are required to participate in the selection process, where the post requires an independent assessor or specific expertise that may not be able to be assessed internally. The role of the external assessor is to independently provide comment on the suitability for each candidate to the post.
- 9.4 Similarly, there will be occasions when Human Resources representation may be necessary or desirable. It is not appropriate for Human Resources to be involved in all interviews, but may be particularly useful when senior or sensitive internal appointments are

being made or when managers are unable to identify any other suitable person to participate.

- 9.5 Hiring managers must send their interview questions to the HR Business Support Team at least 3 working days in advance of the interview date. This allows adequate time for interview packs to be prepared and sent to managers. Selection should be consistently applied and based upon written, clear criteria, in-line with the job description and person specification. In some circumstances interview questions maybe agreed on the date of the interviews with other panel members, where this is the case, clear records must be kept of the questions and then returned to the HR Business Support Team following the interviews.
- 9.6 Where required the HR Business Support Team will support hiring manager in the development of interview questions and assessment techniques.
- 9.7 During the interview stage, the hiring manager should ensure that:
- Any necessary arrangements are made for disabled candidates or candidates with special requirements ( **Appendix 11**).
  - The structure of the interview is appropriate to the job to be filled. For instance, a range of standard questions plus supplementary and follow up questions may be used in the light of the applicant responses;
  - That candidates are assessed against the criteria for the post and that selection decisions are based on appointing the best person for the job based on individual merit;
  - Interview notes and the selection outcome are recorded;
  - Candidates provide evidence of any pre-employment requirements including:
    - Photographic proof of identity and other required documents;
    - Proof of entitlement to work in the UK, where required;
    - Proof of relevant qualifications (i.e. those listed as essential on the person specification);
    - Proof of membership of any professional bodies applicable to the post;
    - An appropriate driving license (where applicable to the post);
    - Proof of any current PVG membership which may apply;

- 9.8 In line with the Data Protection Act, all papers relating to the interview/assessment process must be returned in their entirety, including interview notes and Appointment Authorisation Form **(Appendix 6)**, to HR Business Support Team.
- 9.8 The hiring manager will agree with the HR Business Support Team how candidates will be informed of the outcome of the selection process and the timeframes for this. Regardless of the outcome, all candidates will be offered feedback. All formal letters whether preferred candidate or regret letters will be issued by the HR Business Support Team. Any requests for alternative means of communication will be accommodated, where appropriate.
- 9.9 The HR Business Support Team will not commence any pre-employment checks until all relevant interview documentation has been completed and returned with an Appointment Authorisation Form. **(Appendix 6 )**
- 9.10 Documentation relating to selection of candidates will be retained in accordance with the guidelines for Retention and Disposal Schedule of Clinical and Administrative Records of Scottish NHS Public Bodies.

## **10 Assessment Techniques**

- 10.1 There may be some positions where the use of additional assessment techniques may be appropriate. The hiring manager should liaise with the HR Business Support Team to discuss what is appropriate **( Appendix 10 )**.

## **11 Pre-Employment Checks**

In line with NHS Scotland Partnership Information Network (PIN) Policy for safer pre and post employment checks, no formal offers/unconditional of employment will be made to candidates without the required pre employment checks being in place.

Following interview, candidates will be notified in writing that they are the preferred candidate for a position, and permission will be sought from them to run the required pre employment checks. The following checks will be requested:

### 11.1 Disclosure Checks

NHS 24's Disclosure policy is in accordance with PIN Policy, Disclosure Scotland Code of Practice and associated employment legislation. All employees will be required to be Disclosure checked to either a Basic or Standard level, or have membership of the PVG Scheme. Internal staff moving to a new role which requires a Disclosure check, or a different level of Disclosure check, will be required to complete the relevant application form. Where a post requires the same level of check, the existing Disclosure clearance will be used, however candidates will be required to complete the appropriate Criminal Records Declaration Form (**Appendix 7: Standard Disclosure, Appendix 8: Enhanced Disclosure**).

Where staff members are being recruited on a temporary basis for longer than 1 month and the position would normally require either a Basic or Standard Disclosure this will be required. This will be waived where the position is for less than 1 month. Should the position be extended, however, then an appropriate Disclosure will be sought. Where staff members are being recruited on a temporary basis and the post would normally require PVG Scheme membership, this will be required prior to bringing the candidate into the organisation.

#### 11.1.1 Basic Disclosure

These contain details of any conviction considered unspent under the Rehabilitation of Offenders Act (ROA) 1974

In the case of NHS 24 a Basic Disclosure will be required for all staff not falling into the categories of requiring either PVG Scheme Membership or a Standard Disclosure.

#### 11.1.2 PVG Scheme Membership

PVG Scheme membership will be required of all staff who carry out "regulated work". In the case of NHS 24 this will include all staff that

have regular telephone contact with patients and give advice that is specific to the individual, i.e. not generic, and those who manage or may be in a position to dismiss such staff.

#### 11.1.3 Standard Disclosure

These contain details of both spent and unspent convictions and cautions. The main categories of positions where they are applicable are:

- Those who are involved in the administration of law or accountancy.

In the case of NHS 24 this will include accountants, who are one of the occupations, professions or offices stated in the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003.

#### 11.1.4 Other Staff Who May Require a Disclosure

In most cases it should be clear from the duties of the post whether a Disclosure or PVG Scheme membership is required and if so what type.

New posts will be assessed for their Disclosure requirements by the Hiring Manager and Head of HR Business Support following the job evaluation process.

#### 11.1.5 Outcome of Disclosure/PVG checks

If an individual has a PVG membership these details should be retained until the date they cease to do regulated work for the organisation, however only details of the membership will be retained, and vetting information will be destroyed.

Should a Disclosure or PVG certificate highlight any vetting information for a candidate a risk assessment must be conducted. The outcome of this assessment will be reviewed by the Director of HR (or delegated deputy), who will have responsibility for deeming the suitability of further progress for the candidate through the

recruitment process.

## 11.2 References

- 11.2.1 All applicants must provide the recruitment team with the names of at least two employment referees. The previous 3 years employment history will be checked for this employment or other activities undertaken in the absence of this. A reference will also be sought for any periods of study or volunteering within the 3 year period. This may necessitate more than 2 referees where applicants have had multiple posts or undertaken other activities. In relation to employment referees, the referee must be, or have been their direct line manager.
- 11.2.2 If a candidate has had a period of time out of employment or has just left education, it is recognised that occupational references may be challenging to obtain. In these circumstances suitable references will be discussed with the appropriate senior HR manager.
- 11.2.3 The HR Business Support Team will request references for preferred candidates only. Where difficulties are being experienced in obtaining these, hiring managers and or candidates will be requested to assist in this process.
- 11.2.4 Where existing employees of NHS 24 are applying for promoted or other positions within NHS 24, references will still be obtained as to their suitability for the role. Discretion may be applied by the hiring manager in consultation with the appropriate senior HR manager regarding suitability of a referee. It may be appropriate for this to be limited to the candidates current line manager.
- 11.2.5 The Director of HR has the organisational responsibility for deeming a reference satisfactory to the standard required by NHS 24.
- 11.2.6 All references will be retained in staffs' personal files in accordance with the guidelines for Retention and Disposal Schedule of Clinical and Administrative Records of Scottish NHS Public Bodies.



### 11.3 Occupational Health

- 11.3.1 All preferred candidates must complete and receive clearance from NHS 24's Occupational Health service prior to appointment. A record of the preferred candidate's fitness will be kept in their personal file for the duration of their employment. This record will state fitness status and any job restrictions: it will not include any detailed health information. It will also state if the candidate is likely to be covered by the Equality Act. The hiring manager and HR Business Partner will be notified of any required adjustments or information for action/to note.
- 11.3.2 Any existing NHS 24 employees moving to a new role will also be required to obtain occupational health clearance for the new role if there will be a significant change in duties/work environment or there has been a significant change in the health status of the individual. Discretion can be applied in the case of promotion or where the new role is deemed similar to the one being vacated. In this instance, the appropriate senior HR manager will advise. Details of existing NHS 24 staff absence details will be included as part of the pre-employment checks.
- 11.3.3 A decision not to appoint based on health related information should only be made if OH advise that the individual will not be able to carry out the tasks required, or not be able to carry them out without risk to themselves or others.
- 11.3.4 If Boards delegate pre-employment checks to an originating organisation (recruitment agencies) the board can delegate responsibility to them for undertaking the pre-employment health clearance. Individuals must not be placed until this has taken place and is deemed suitable and of the required standard.

### 11.4 Professional Registration/Qualifications

- 11.4.1 For relevant positions, all preferred candidates should provide copies of their professional registration documents, which will be checked by the HR Business Support Team with the appropriate bodies. Candidates will also be asked to provide original documents of all essential qualifications for the post, this will normally be checked by the hiring manager at interview stage and copies

returned to the HR Business Support Team with other interview paperwork.

## 11.5 Proof of Identity

11.5.1 All candidates must supply, at the time of their interview, appropriate proof of identity to ensure compliance with the Asylum and Immigration Act. Documents such as a Birth Certificate (issued in the UK or Republic of Ireland), Passport or National Identity Card issued by the State which is party to the European Community Area Agreement, Passport describing the person as a British citizen, or having the right of abode in the UK, a document issued by a previous employer, the Inland Revenue, the Benefits Agency, the Contributions Agency or the Employment Service which contains the person's National Insurance Number.

11.5.2 Any other proof of identity should be referred to the HR Business Support Team to check validity.

11.5.3 In addition candidates should provide a proof of current address. Normally a recent (no longer than 3 months) bank statement or utility bill.

Disclosure Scotland recommend the provision of three valid forms of identity, at least one photographic and one current address related.

11.5.4 The candidate will be asked to bring both the original documents and photocopies to interview. Hiring managers should check the original documents and when satisfied they are genuine and have not been tampered with, sign and date the photocopies stating that they have seen the originals. Certified photocopies should be returned to the HR Business Support Team along with other interview paperwork. All documents will be retained in staffs personal files in accordance with the guidelines for Retention and Disposal Schedule of Clinical and Administrative Records of Scottish NHS Public Bodies.

## 11.6 Overseas candidates

11.6.1 All of the above pre-employment checks will be sought for any non British Citizen or a British Citizen applying from overseas. Where a

candidate is being employed directly from a country outside of the UK this will include an overseas check on convictions held on criminal records in another country. Where a candidate has lived in the UK for 5 years or more a Disclosure Scotland certificate will suffice. Where a candidate has lived and worked outside the UK for more than 12 consecutive months in the preceding 5 years, criminal records checks should be undertaken for any countries the candidate has been resident in. This will be considered on an individual basis by the appropriate senior HR manager.

11.6.2 Where an individual has been overseas for a single spell of 3 months or more, or a cumulative total of 6 months or more, every effort should be made to obtain a relevant reference from overseas. Proof of time spend overseas should be requested and cross referenced with the candidates passport.

11.6.3 In addition NHS 24 has a legal obligation to ensure that a candidate has a legal right to work in the UK. This responsibility will lie with the HR Business Support Team to ensure all required checks are completed in line with UK Border Agency requirements.

## 12 Migrant Workers

12.1 If a prospective worker is not a British Citizen, European Economic Area (EEA) or Swiss national (settled workers), they will be subject to the points-based system before they can get permission to enter or remain in the UK (although it should be noted that there are some restrictions upon individuals from countries which have recently joined the EEA). It is noted that any individual who holds a current visa under the old immigration rules (e.g. a Highly Skilled Migrant Program (HSMP) visa or work permit) will not have to change their status until they wish to extend their stay. Any queries should be referred to a senior HR manager

12.2 Migrants under Tier 2 of the points-based system (for skilled workers with a job offer) must be sponsored before they can apply to the UK Border Agency for permission to enter or remain in the UK. A senior HR manager must be consulted.

12.3 12.4 If NHS 24 wishes to recruit a migrant for a skilled job that is not on the list of shortage occupations. Ordinarily, NHS 24 can only do

this if a resident labour market test is completed and can show that no suitably qualified settled worker can fill the job and a senior HR manager must be consulted from the outset.

### 13 Secondary Work Activity

- 13.1 In accordance with the Safer Pre and Post Employment Checks in NHS Scotland PIN Policy dated March 2014 It is recognised that individuals are legally entitled to engage in other work activities, whether paid or unpaid, secondary to their employment within NHS 24.

NHS 24 must be satisfied that such secondary work activities do not:

- Present an actual or potential conflict of interest;
- Have health and safety implications for the employee, their colleagues or patients/service users;
- Have an adverse impact on their ability to maintain a satisfactory level of attendance at work; or
- Have an adverse impact on their ability to perform to the required standards of their role.

Employees have a personal responsibility to advise of any secondary work activity which they undertake (or intend to undertake) and any subsequent changes to the same. They must additionally ensure that they make their line manager aware as soon as possible of any potential conflicts of interest who in turn must advise HR Business Support.

#### 13.2 Definition of Secondary Work Activity

Any form of activity undertaken (or which an employee plans to undertake), whether paid or unpaid, which is in addition to a contract of employment with NHS 24.

#### 13.3 It may involve:

- An additional contract of employment within NHS 24 or within another employing organisation;
- Bank or locum work within or outwith NHS 24
- Agency work;
- Self-employment;
- Volunteering or unpaid work; or

- Reservist Occupations

## 14. Employment Offers

- 14.1 No offers of employment will be issued by the Director of HR (or delegated deputy) until all necessary pre employment checks have been satisfactorily completed. NHS 24 will not normally make any conditional offers. Where hiring managers request this, this should be in writing to the appropriate senior HR manager clearly detailing the rationale for this.
- 14.2 In any instances where the candidate fails to satisfy any of the checking requirements of NHS 24, the appropriate senior HR manager will advise the hiring manager. In this instance the recruitment process will be halted until an investigation into the circumstances have taken place. In all cases, the Director of HR (or delegated deputy) will take the final decision on employing the candidate.
- 14.3 The Director of HR (or delegated deputy) is responsible for making all formal offers on behalf of NHS 24. The Director of HR (or delegated deputy) will only do this when he/she is satisfied that preferred candidates pre-employment checks are fully satisfactory to NHS 24. He/she has overall corporate responsibility in deciding what is deemed satisfactory, taking into account all employment legislation. All formal offers will be made in writing.
- 14.4 All offers of employment will be made at the minimum point of the relevant pay band in line with Agenda for Change NHS terms and conditions. Further clarification of this can be found in NHS 24 Guidance on Starting Salaries (**Appendix 9**).
- 14.5 All appointments to Executive grades are subject to authorisation by the Remuneration Committee (a sub-committee of the Board) on starting salary and terms and conditions of employment. Formal job offers will not be made until authorisation has been confirmed in writing. Starting salary will be in line with current Health Department guidance.

- 14.6 The HR Business Support Team will prepare and analyse reports on equal opportunities data for each appointment. In addition, the HR Business Support Team will report on the effectiveness of the chosen advertising media, analysing costs, time and successful appointments made and equal opportunities data for each vacancy.

## **15. Unsolicited Applications**

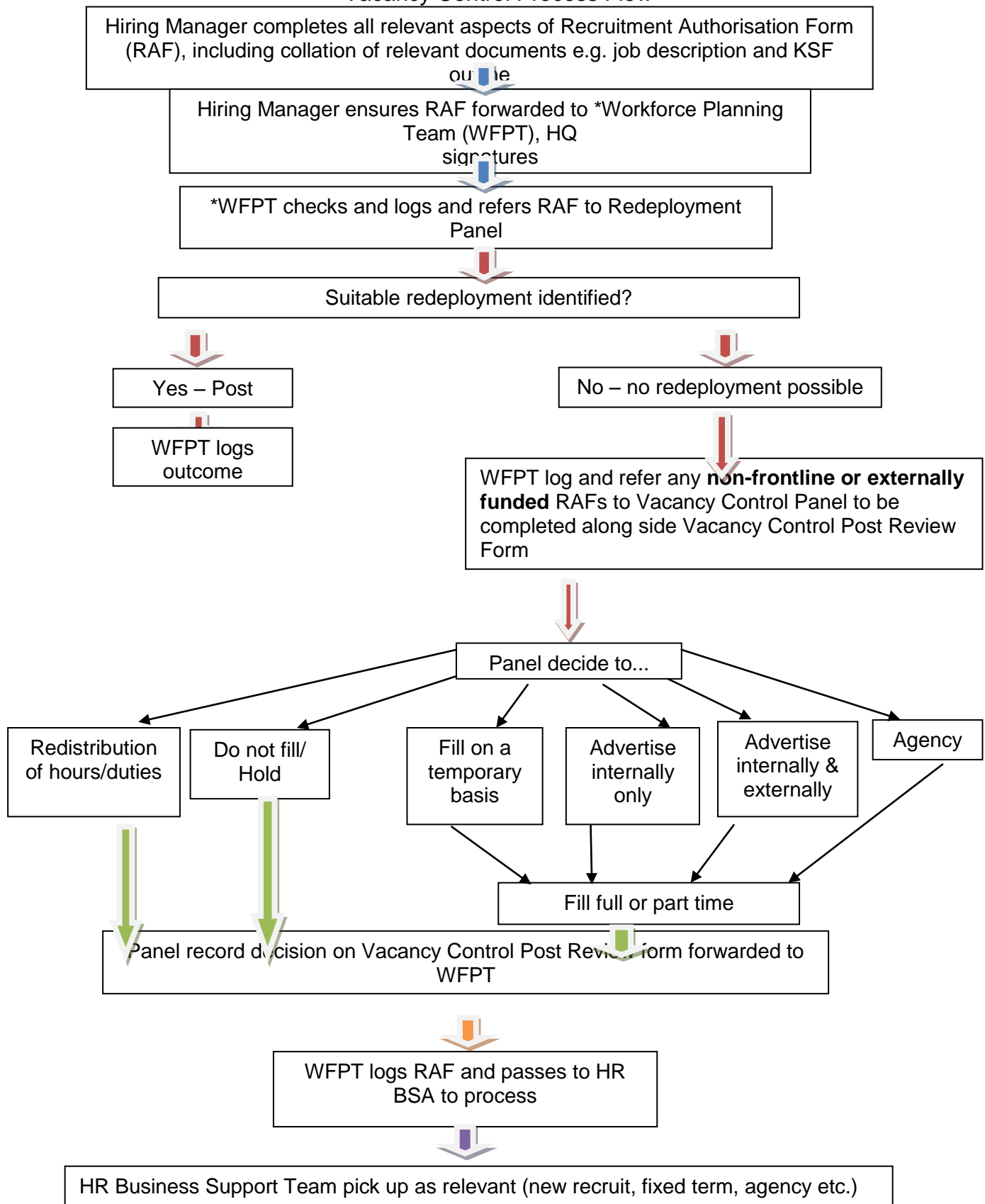
- 15.1 Any unsolicited letters/CV's/applications sent to hiring managers seeking employment should be re-directed to the HR Business Support Team who will acknowledge the letter/CV's/applications and advise them that all vacancies are advertised. This includes correspondence from individuals and/or Recruitment Agencies. Unsolicited letters/CV's/ applications will not be retained.

## **16. Policy And Procedure Review**

- 16.1 This Recruitment and Selection Policy and Procedures will be reviewed in partnership no later than 3 years from issue.

## Appendix 1

### Vacancy Control Process Flow



## Appendix 2

First save this form under another name. To complete this form, point your mouse arrow on to the highlighted portions OR use your tab key to move between the highlighted fields and start typing. You must complete the application form in full as we do not accept CVs.

PART A	
Application for (Job Title):	Job Reference No:
Location:	Candidate ID No:
<p>No applicant will be unfairly discriminated against. We are particularly alert to eliminating discrimination on account of age, cultural/religious/political belief, disability, ethnicity, gender, race, relationship status, sexual orientation, and/or Trade Union membership or stewardship.</p> <p><b>Only 'Part C' of this form will be made available to short-listing panels. Parts A, B and C would then be used by the interviewing panel if you are selected for interview.</b></p>	
<b>Personal Details</b>	
Surname: _____ Forename: _____	
Name _____	Title: _____
Address: _____	
_____	
_____	Post _____
Contact Telephone Numbers: _____	Day: _____
Evening: _____	Mobile: _____
E-mail: _____	
If we need to, the best way for us to contact you is by:	
<b>Work Permit</b>	
Do you need a work permit to take up this post? Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>Working in the UK</b>	
Are you eligible to work in the UK? Yes <input type="checkbox"/> No <input type="checkbox"/>	



## Health

Please give details of the number of episodes and the total days of sickness absence in the last 12 months:

Date application received (office use only)

Job Reference No:

PART B

Candidate ID No:

## Declarations

### Convictions

NHS Scotland is exempt from the 1974 Rehabilitation of Offenders Act (Exclusions & Exceptions) (Scotland) Order 2003. This means that **unless stated in the job description, person specification or application pack**, you must tell us about any previous convictions either classed as 'spent' or 'unspent'. If you are offered employment, any failure to disclose such convictions could result in dismissal or disciplinary action. Any information you give will be considered only in relation to the post for which this application form refers. **Information will be verified by Disclosure Scotland for relevant posts.**

I declare that I have: ☐ (a) No previous convictions

☐ (b) Previous convictions – details of which are:

Please read the following statements. You will be asked to sign a declaration if you are appointed:

- I have completed Parts A to D of this application form and the details I have supplied are, to the best of my knowledge, true and complete;
- I understand that if appointed to this post the information on this form will be kept as part of my personal file record;
- I authorise you to obtain references to support this application if I am identified as a preferred candidate;
- I understand that details of educational qualifications, membership of professional bodies and referee reports may be verified through the establishments and individuals I have indicated;
- I consent to my details being kept confidentially and used for specific and lawful purposes as specified in the Data Protection Act 1998;
- I declare that I have no previous convictions, or have identified any I have above.

**Read, agreed and understood (check box) ☐ Date:**

		<b>PART C</b>	
<b>Application for (Job Title):</b>		<b>Job Reference No:</b>	
<b>Location:</b>		<b>Candidate ID No:</b>	
<b>Qualifications Achieved</b>			
Subjects	Type of Qualification eg. Standard Grade, GCSE, Higher, BSc	Grade Achieved	
<b>Qualifications Currently Studying or Working Towards</b>			
Subjects	Type of Qualification eg. Standard Grade, GCSE, Higher, BSc	Grade Anticipated	Date Anticipated
<b>Membership of Professional or Regulatory Bodies</b>			
Full name of organisation(s)	Registration Number	Renewal Date	


<b>Job Reference</b>		<b>PART C</b>
<b>Candidate ID No:</b>		
<b>Present (or most recent) Post</b>		
Job Title: _____		
Grade _____ Date of Starting _____		
Employee _____		
Dates of _____ From: _____ To: _____		
Reason for Leaving (if _____		
Notice _____ Current Salary: _____		
<b>Role Purpose / Summary of Responsibilities</b>		

## Employment History

Start with your most recent employment first and work down the page. If a job supports the position applied for, please say more about it in your

Job Title	Employer	Date From	Date To

<b>Job Reference No:</b>		<b>PART C</b>
<b>Candidate ID No:</b>		
<b>Referees</b>		
<p>Your referees will include your present (or most recent) employer. Please identify below the person in your organisation (for current NHS staff this is your direct line manager) who is authorised to confirm your employment and the details given in your application. Please identify a second referee who may have closer knowledge of your skills, knowledge and abilities and who may offer opinion on your suitability for this post. <b>You should not use family members or friends.</b> Our pre-employment screening also includes, where appropriate, health and fitness for work, criminal records, qualifications and professional registration. <b>Note that references will only be taken up for Preferred Candidates following interview.</b></p>		
<b>Name 1:</b>	_____	Designatio _____
Address:	_____	
	_____	Post _____
Telephone	_____	Email _____
<b>Name 2:</b>	_____	Designatio _____
Address:	_____	
	_____	Post _____
Telephone	_____	Emai _____
<b>Disability</b>		
<p>The Disability Discrimination Act 1995 and Amended Regulations 2005 defines disability as follows: “any physical or mental impairment which has a substantial adverse effect on a person’s ability to carry out normal day to day activities”. NHS Scotland is “Positive About Disabled People”, and as such we provide job opportunities for disabled people. NHS Scotland operates a <b>Job Interview Guarantee (JIG)</b>, which means that if you have a disability, <b>and meet the minimum criteria outlined within the person specification</b>, you will be guaranteed an interview. However, some disabled people prefer not to take this option, so please tick your preference if you are a disabled candidate.</p>		

**Do you want to participate in the guarantee scheme?**

**Yes** ☐

**No** ☐

Please specify any special requirements you require if attending for interview,  
eg. Induction Loop, Wheelchair Access, Signer \_\_\_\_\_

**Driving Licence (see Job Description - only complete if a driving licence is essential)**

Do you have a driving licence?

**Yes** ☐

**No** ☐

If yes, which categories are you entitled to drive,  
eg. B, BE, C

<b>Job Reference No:</b>		<b>PART C</b>
<b>Candidate ID No:</b>		
<b>Statement in Support of Application</b> – please tell us your personal qualities, skills and attributes, experience and any major achievements and show how they match those needed for this job.		
<b>Where did you see the Advertisement for this Post?</b>		
<input type="checkbox"/>	Newspaper (which one?)	
<input type="checkbox"/>	Professional Journal (which one?)	
<input type="checkbox"/>	Vacancy Bulletin	
<input type="checkbox"/>	SHOW (NHS Scotland Website)	
<input type="checkbox"/>	Job Centre Plus	
<input type="checkbox"/>	Other (please specify)	



<b>Job Reference No:</b>		<b>PART D</b>
<b>Candidate ID No:</b>		

**Equal Opportunities Monitoring**

We want to ensure that our job opportunities are open to all. The only way we can ensure there is equal opportunity is to monitor applications we receive and compare the profile of people who apply with those appointed. Therefore this form asks you for your ethnic origin, gender, disability, religion, sexuality and age. **The information you provide in this part of the form (Part D) is confidential and is not used in the selection process. It will be separated from the rest of the form when we receive it.**

**1) If you are currently an employee of this NHS Board, will getting this job be a promotion?**

Yes ☐ No ☐

**2) You are:**

Female ☐ Male ☐

**3) Have you undergone, are you undergoing or do you intend to undergo gender reassignment? For example, this includes having changed your sex (gender)?**

Yes ☐ No ☐ Prefer not to say ☐

**4) What is your age?**

I am            years old, and my date of birth is:

**5) Do you have a physical or mental health condition or disability that:**

- has a substantial effect on your ability to carry out day to day activities?
- has lasted or is expected to last 12 months or more?

Yes ☐ No ☐ Prefer not to say ☐

- If you answered 'yes' please tick if it is either of the following:

Learning Disability <input type="checkbox"/>	Physical <input type="checkbox"/>
Long standing illness <input type="checkbox"/>	impairment <input type="checkbox"/>
Mental health condition <input type="checkbox"/>	Sensory impairment <input type="checkbox"/>

Other (please describe):

- Again, if **yes**, please describe any particular arrangements you would need for your work location

<b>Job Reference No:</b>		<b>PART D</b>
<b>Candidate ID No:</b>		

### 6) What is your ethnic group?

Choose **one** section from A to F, then **tick** the appropriate box to indicate your cultural background

**A: White**      ☐ Scottish      ☐ Irish      ☐ Other British

☐ Any other White background

**B: Mixed**      ☐ Any mixed background

**C: Asian; Asian Scottish; Asian British**

☐ Pakistani      ☐ Indian      ☐ Chinese

☐ Bangladeshi      ☐ Any other Asian background

**D: Black; Black Scottish; Black British**

☐ Caribbean      ☐ African

☐ Any other Black background

**E: Other ethnic background**

☐ Any other background

**F: Prefer not to answer**      ☐

### 7) To which religion, religious denomination or body do you actively belong?

☐ (Christianity) - Church of Scotland      ☐ Hinduism

☐ (Christianity) - Roman Catholic      ☐ Sikhism

☐ Christianity (other)      ☐ Judaism

☐ Other faith / belief      ☐ Islam

☐ Buddhism      ☐ No religion (none)

☐ Prefer not to answer

### 8) Which of the following best describes your sexual orientation?

☐ Bisexual

☐ Gay Man

☐ Heterosexual

☐ Other

☐ Lesbian/Gay Woman

☐ Prefer not to answer

## **SHORTLISTING GUIDELINES**

Please find enclosed all applications for your post of:

The enclosed applications include the completed Application Form and attached Shortlist Selection Criteria Form. The Shortlist Selection Criteria should pertain to the skills and knowledge required for the above role. Please ensure the Shortlist Selection Criteria are completed in full, starting with essential criteria, moving to desirable should this be required:

- ❑ **Selection Criteria – tick or cross**
- ❑ **Comments to support your decision**
- ❑ **General Comments – some general feedback around the application**
- ❑ **Circle clearly – Unsuccessful or Select for Interview**
- ❑ **Managers signature and date of completion**

All registered disabled candidates who meet the essential selection criteria **must** be interviewed for the post in line with NHS 24 Equal Opportunity Policy.

The above criteria are used to give candidates feedback on their application. It is important that all fields are completed to support the outcome of each application. This information will be held on file for 6 months, and candidates have a right to request access to this whether successfully shortlisted or not.

Please note that this form along with all applications must be returned fully completed to the Recruitment Team at least **8 WORKING DAYS** prior to any interviews to ensure an equitable and quality assured process. As a courtesy candidates should be given a minimum of 5 working days notice of interview date.

Please complete the following details to ensure interview letters contain the relevant information.

## INTERVIEW/SELECTION REQUIREMENTS

<b>Date of Interviews:</b> (min 8 working days notice required)	
Location of Interviews: (Please circle or state other location)	Cardonald (HQ)   -   CCC (West)       -       Norseman (East)       -       Riverside (North)
<b>Room:</b> (hiring managers are responsible to book the room and any necessary equipment i.e. laptop, projector etc)	
<b>Panel Members:</b>	
<b>Presentation Title:</b> (if appropriate)	
<p><b>Additional Assessment Criteria</b> (i.e admin test, typing test)</p> <p>Please note that any additional criteria should be provided by the line manager to the Recruitment Team (0141 337 4565) prior to the interview to allow arrangements to be made.</p>	

Signature \_\_\_\_\_  
Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

**Appendix 4**

**Short listing Criteria**

**POST:**

**Candidate Number:**

<b>CANDIDATE INFORMATION</b>	Circle as appropriate	<b>COMMENTS</b>
Has the candidate worked for NHS 24 previously?	<b>Y/N</b>	
If yes, would we re-employ?	<b>Y/N</b>	
Has the candidate applied for a role with NHS 24 previously?	<b>Y/N</b>	
If yes, please confirm date of application/s and role	<b>Y/N</b>	

<b>ESSENTIAL CRITERIA</b>	<b>YES/NO</b>	<b>DESIRABLE CRITERIA</b>	<b>YES/NO</b>	<b><u>COMMENTS</u></b>

**Invite to Interview**

**Signature** \_\_\_\_\_

**Yes / No**

**Date** \_\_\_\_\_

## **Appendix 5**

***Please read these guidelines carefully prior to interviewing***

### **Interview Guidelines**

#### **PREPARATION**

- In preparation for interviews please ensure that the interview room is suitably arranged and that you will not be disturbed during the interview.
- Ensure that all members of the panel have copies of the relevant paperwork and are familiar with their contents. Agree which member of the panel will ask which questions.
- Ensure there is water available in the room for each of the candidates.
- Ensure that any equipment required is set-up and functional

#### **DURING THE INTERVIEW/S**

- Introduce the interview panel.
- Explain the process e.g. We would like to start with your presentation after which we will move on to the interview questions.
- In order to ensure a fair and consistent process every candidate should be asked the same set of questions. This does not preclude additional questions in order to gain a greater understanding of the candidate's relevant experience.
- Interview questions may only pertain to the candidate's competency to undertake the specific role.
- Ensure that every applicant is given an opportunity to ask questions at the end of the interview

- Please keep the interview within the time allocated to ensure all candidates have the same time in which to provide evidence
- Please record information given by the candidate on the forms provided.
- Review all I.D Documentation the candidate has been asked to bring to interview. Compare all originals with photocopies, ensuring they are accurate and have not been tampered with. The Hiring Manager should sign and date all photocopies, stating that they have seen the original documents. Original documents should be returned to the individual, and photocopies retained for return to the recruitment team with the interview paperwork.

## **AFTER THE INTERVIEW/S**

- After all interviews are completed please complete all the relevant forms ensuring that there is full justification for the outcome of each interview. *All applicants may request copies of their interview paperwork.*
- *All interview paperwork must be clearly marked **offer** or **decline** and signed by the recruiting Line Manager.*
- *Hiring managers are responsible for informing all unsuccessful candidates on the outcome of their interview. An offer of feedback should be made and it is the responsibility of hiring managers to make arrangements for this, should this be required. The recruitment team should be notified when unsuccessful candidates have been notified, and formal regret letters will be issued.*
- Please return all interview paperwork, including the Appointment Authorisation Form to the HR Business Support Team as soon as possible after completion of the interviews. Any delays will have an impact on the subsequent offer management.

## **OFFER MANAGEMENT**

- Prior to any formal offers being made, all pre-employment checks must be in place. These take time to complete. Pre-employment checks consist



of satisfactory references spanning previous 3 year employment history, occupational health clearance and Disclosure Check (if required). We operate a “preferred candidate” status following interview. Once all pre-employment checks are in place a formal offer can be made and a starting date agreed.

- Hiring managers should not agree starting salaries, these will be agreed by the recruitment team in line with Agenda for Change terms and conditions and NHS 24’s guidelines on starting salaries.

Please contact a member of the Recruitment Team if you have any queries not answered by these guidelines. These guidelines have been prepared to assist you with this stage of the recruitment process. We would appreciate any feedback you may have. Please refer to NHS 24’s Recruitment and Selection Policy for further information.

***HR Business Support Team***



## Appendix 6

### APPOINTMENT AUTHORISATION FORM

Please complete in full and return to Recruitment Team  
with all Interview Paperwork for all candidates

<b>JOB TITLE / REF.NO:</b>
<b>BASE:</b>
<b>GRADE:</b>
<b>INTERVIEW DATE:</b>
<b>APPOINTING OFFICER:</b>
<b>SUCCESSFUL CANDIDATE:</b>
<b>RESERVE CANDIDATE (IF ANY):</b>
<b>DURATION OF POST:</b> (e.g temp/perm)
<b>ADDITIONAL RELEVANT OFFER INFORMATION:</b>

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Appointing Manager

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Panel Member

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Recruitment Manager / Co-ordinator (if applicable)

**Please confirm that you have contacted all unsuccessful candidates to  
inform them of the outcome of their interview**

**Yes / No**

**Comments:**

## **Appendix 7**

### **ANNEX F – Disclosure Scotland - Model Declaration Form A**

#### **Confidential**

Before you can be considered for appointment in a position of trust with **NHS 24** we need to be satisfied about your character and suitability.

Please read the following notes carefully before completing this Declaration Form. If you require further information, please contact **The Recruitment Team on 01413374501** All enquiries will be treated in confidence.

**NHS 24** aims to promote equality of opportunity and is committed to treating all applicants for positions fairly and on merit regardless of race, gender, marital status, religion, disability, sexual orientation, age. We undertake not to discriminate unfairly against applicants on the basis of criminal conviction or other information declared.

Prior to making a final decision concerning your application, we shall discuss with you any information declared by you that we believe has a bearing on your suitability for the position. If we do not raise this information with you, this is because we do not believe that it should be taken into account. In that event, you remain free to discuss any of that information or any other matter that you wish to raise. As part of assessing your application, we will only take into account relevant criminal record and other information declared.

The Data Protection Act 1998 requires us to advise you that we will be processing your personal data and, generally, to obtain your consent before processing personal data about you. Processing includes: holding, obtaining, recording, using, sharing and deleting information. The Data Protection Act 1998 defines 'sensitive personal data' as racial or ethnic origin, political opinions, religious or other beliefs, trade union membership, physical or mental health, sexual life, commission or alleged commission of offences and any proceedings for any offence committed or alleged to have been committed.

The information that you provide in this declaration form will be processed in accordance with the Data Protection Act 1998, and may also be used for the purpose of determining your application for this position and may also be used for the purpose of enquires in relation to the prevention and detection of fraud.

Once a decision has been made concerning your appointment, for successful applicants the declaration will be retained on their personal file, if unsuccessful, the declaration will be destroyed after 6 months. This declaration will be kept securely and in confidence, and access to it will be restricted to designated persons within the Health Board who are authorised to view it as a necessary part of their work.

Please ensure that you read the 'Guidance Notes for Applicants' that accompanied your application form carefully before completing this Declaration Form. They provide you with further and more detailed information about how your application will be processed, the persons to whom it will be disclosed and the checks that will be done to verify the information provided.

Please answer **all** of the following questions. If you answer '**Yes**' to any of the questions, please provide full details in the space indicated. Please also use the space below to provide any other information that may have a bearing on your suitability for the position for which you are applying. You may continue on a separate sheet if necessary, and you may attach supplementary comments should you wish to do so.

**The position for which you have applied is exempted from the Rehabilitation of Offenders Act 1974. This means that you must declare all criminal convictions, including those that would otherwise be considered 'spent'.**

Answering 'Yes' to any of the questions below will not necessarily bar you from appointment. This will depend on the nature of the position for which you are applying and the particular circumstances.

1. Are you currently bound over or have you ever been convicted of any offence by a Court or Court-Martial in the United Kingdom or in any other country?

Note: You do not need to tell us about parking offences.

NO

YES

If **YES**, please include details of the order binding you over and/or the nature of the offence, the penalty, sentence or order of the Court, and the date and place

of the Court hearing.

2. Have you ever received a police caution, reprimand or final warning?

NO

YES

If **YES**, please include details of the caution, reprimand or final warning, including the date and reason administered.

3. Have you been charged with any offence in the United Kingdom or in any other country that has not yet been disposed of?

Please note: you must inform us immediately if you are charged with any offence in the United Kingdom or in any other country after you complete this form and before taking up any position offered to you. You do not need to tell us if you are charged with a parking offence.

NO

YES

If **YES**, please include details of the nature of the offence with which you are charged, date on which you were charged, and details of any on-going proceedings by a prosecuting body.

4. Are you aware of any current police investigation in the United Kingdom or in any other country following allegations made against you?

NO

YES

If **YES**, please include details of the nature of the allegations made against you, and if known to you, any action to be taken against you by the police.

5. Are you aware of any current NHSScotland Counter Fraud Services investigation following allegations made against you?

NO

YES

If **YES**, please include details of the nature of the allegations made against you, and if known to you, any action to be taken against you by the NHSScotland Counter Fraud Services.

6. Have you ever been investigated by the police, NHSScotland Counter Fraud Services or any other investigatory body resulting in a caution, conviction or dismissal from your employment? (Investigatory bodies include Local Authorities, Customs and Excise, Immigration, Passport Agency, Inland Revenue, Department of Trade and Industry, Department of Work and Pensions, Security Agencies, Financial Service Authority, Banks and Building Societies, General, Life Insurance Companies – this list is not exhaustive, and you must declare any Investigation conducted by an Investigatory Body).

NO

YES

If **YES**, please include details of the nature of the allegations made against you, and if known to you, any action to be taken against you by the Investigatory Body.

7. Have you ever been dismissed from any employment, office or other position previously held by you?

NO

YES

If **YES**, please include details of the employment, office or position held, the date that you were dismissed and the nature of allegations of misconduct made against you.

8. Have you ever been disqualified from the practice of a profession, or required to practise subject to specified limitations following fitness to practise

proceedings, by a regulatory or licensing body in the United Kingdom or in any other country?

NO

YES

If **YES**, please include details of the nature of the disqualification, limitation or restriction, the date, and the name and address of the licensing or regulatory body concerned.

9. Are you currently the subject of any investigation or fitness to practise proceedings by any licensing or regulatory body in the United Kingdom or in any other country?

NO

YES

If **YES**, please include details of the reason given for the investigation and/or proceedings undertaken, the date, details of any limitation or restriction to which you are currently subject, and the name and address of the licensing or regulatory body concerned.

10. Are you subject to any other prohibition, limitation, or restriction that means we are unable to consider you for the position for which you are applying\*

NO

YES

If **YES**, please include details of the nature of the prohibition, restriction, or limitation, when and by whom it was made.

*\* include this question where the position involves regular contact with children in the normal course of the post holder's duties or is a 'regulated position' under the provisions of the Protection of Children Act 1999 (as amended).*

If you have answered **'yes'** to **any** of the questions above, please use this space to provide details. Please indicate **clearly** the number(s) of the question that you are answering:

## Declaration

I have read the 'Guidance Notes for Applicants' that accompanied my application form, and I consent to the information provided in this Declaration Form being used by **[organisation]** for the purpose of assessing my application, and for enquiries in relation to the prevention and detection of fraud.

I confirm that the information that I have provided in this Declaration Form is correct and complete. I understand and accept that if I knowingly withhold information, or provide false or misleading information, this may result in my application being rejected, or if I am appointed, in my dismissal, and I may be liable to prosecution.

Please sign and date this form.

SIGNATURE \_\_\_\_\_

NAME (in block capitals) \_\_\_\_\_

DATE \_\_\_\_\_

Note: if you wish to withdraw your consent at any time after completing this Declaration Form, please contact **Linda Lynch, Head of Recruitment and Development**



## **Appendix 8**

### **ANNEX G – Disclosure Scotland - Model Declaration Form B**

#### **Confidential**

Before you can be considered for appointment in a position of trust with **NHS 24** we need to be satisfied about your character and suitability.

Please read the following notes carefully before completing this Declaration Form. If you require further information, please contact **The Recruitment Team on 01413374501** All enquiries will be treated in confidence.

**NHS 24** aims to promote equality of opportunity and is committed to treating all applicants for positions fairly and on merit regardless of race, gender, marital status, religion, disability, sexual orientation, age. We undertake not to discriminate unfairly against applicants on the basis of criminal conviction or other information declared.

Prior to making a final decision concerning your application we shall discuss with you any information declared by you that we believe has a bearing on your suitability for the position. If we do not raise this information with you, this is because we do not believe that it should be taken into account. In that event, you remain free to discuss any of that information or any other matter that you wish to raise. As part of assessing your application, we will only take into account relevant criminal record and other information declared.

The Data Protection Act 1998 requires us to advise you that we will be processing your personal data and, generally, to obtain your consent before processing personal data about you. Processing includes: holding, obtaining, recording, using, sharing and deleting information. The Data Protection Act 1998 defines 'sensitive personal data' as racial or ethnic origin, political opinions, religious or other beliefs, trade union membership, physical or mental health, sexual life, commission or alleged commission of offences and any proceedings for any offence committed or alleged to have been committed.

The information that you provide in this declaration form will be processed in accordance with the Data Protection Act 1998, and may also be used for the purpose of determining your application for this position and may also be used for the purpose of enquires in relation to the prevention and detection of fraud.

Once a decision has been made concerning your appointment, for successful applicants the declaration will be retained on their personal file, if unsuccessful, the declaration will be destroyed after 6 months. This declaration will be kept securely and in confidence, and access to it will be restricted to designated persons within the Health Board who are authorised to view it as a necessary part of their work.

Please ensure that you read the 'Guidance Notes for Applicants' that accompanied your application form carefully before completing this Declaration Form. They provide you with further and more detailed information concerning how your application will be processed, they also include details of purposes for which information about you will be processed, the persons to whom it will be disclosed and the checks that will be done to verify the information provided.

Please answer **all** of the following questions. If you answer '**Yes**' to any of the questions, please provide full details in the space indicated. Please also use the space below to provide any other information that may have a bearing on your suitability for the position for which you are applying. You may continue on a separate sheet if necessary, and you may attach supplementary comments should you wish to do so.

**The position for which you have applied is exempted from the Rehabilitation of Offenders Act 1974. This means that you must declare all criminal convictions, including those that would otherwise be considered 'spent'.**

Answering 'Yes' to any of the questions below will not necessarily bar you from appointment. This will depend on the nature of the position for which you are applying and the particular circumstances.

1. Are you currently bound over or have you ever been convicted of any offence by a Court or Court-Martial in the United Kingdom or in any other country?

Note: You do not need to tell us about parking offences.

NO

YES

If <b>YES</b> , please include details of the order binding you over and/or the nature of
---

the offence, the penalty, sentence or order of the Court, and the date and place of the Court hearing.

2. Have you ever received a police caution, reprimand or final warning?

NO

YES

If **YES**, please include details of the caution, reprimand or final warning, including the date and reason administered.

3. Have you been charged with any offence in the United Kingdom or in any other country that has not yet been disposed of?

Please note: you must inform us immediately if you are charged with any offence in the United Kingdom or in any other country after you complete this form and before taking up any position offered to you. You do not need to tell us if you are charged with a parking offence.

NO

YES

If **YES**, please include details of the nature of the offence with which you are charged, date on which you were charged, and details of any on-going proceedings by a prosecuting body.

4. Are you aware of any current police investigation in the United Kingdom or in any other country following allegations made against you?

NO

YES

If **YES**, please include details of the nature of the allegations made against you, and if known to you, any action to be taken against you by the police.

5. Are you aware of any current NHSScotland Counter Fraud Services investigation following allegations made against you?

NO

YES

If **YES**, please include details of the nature of the allegations made against you, and if known to you, any action to be taken against you by the NHSScotland Counter Fraud Services.

6. Have you ever been investigated by the Police, NHSScotland Counter Fraud Services or any other Investigatory Body resulting in a caution, conviction or dismissal from your employment? (Investigatory bodies include Local Authorities, Customs and Excise, Immigration, Passport Agency, Inland Revenue, Department of Trade and Industry, Department of Work and Pensions, Security Agencies, Financial Service Authority, Banks and Building Societies, General, Life Insurance Companies – this list is not exhaustive, and you must declare any Investigation conducted by an Investigatory Body).

NO

YES

If **YES**, please include details of the nature of the allegations made against you, and if known to you, any action to be taken against you by the police/ investigatory body.

7. Have you ever been dismissed from any employment, office or other position previously held by you?

NO

YES

If **YES**, please include details of the employment, office or position held, the date that you were dismissed and the nature of allegations of misconduct made against you.

8. Have you ever been disqualified from the practice of a profession or required to practise subject to specified limitations following fitness to practise proceedings by a regulatory or licensing body in the United Kingdom or in any other country?

NO

YES

If **YES**, please include details of the nature of the disqualification, limitation or restriction, the date, and the name and address of the licensing or regulatory body concerned.

9. Are you currently the subject of any investigation or fitness to practise proceedings by any licensing or regulatory body in the United Kingdom or any in other country?

NO

YES

If **YES**, please include details of the reason given for the investigation and/or proceedings undertaken, the date, details of any limitation or restriction to which you are currently subject, and the name and address of the licensing or regulatory body concerned.

10. Are you subject to any other prohibition, limitation, or restriction that means we are unable to consider you for the position for which you are applying?\*

NO

YES

If **YES**, please include details of the nature of the prohibition, restriction, or limitation, when and by whom it was made.

*\* include this question where the position involves regular contact with children in the normal course of the post holder's duties or is a 'regulated position' under the provisions of the Protection of Children Act 1999 (as amended).*

If you have answered '**yes**' to **any** of the questions above, please use this space to provide details. Please indicate **clearly** the number(s) of the question that you are answering:

## Declaration

I have read the 'Guidance Notes for Applicants' that accompanied my application form, and I consent to the information provided in this Declaration Form being used by **[organisation]** for the purpose of assessing my application, and for enquiries in relation to the prevention and detection of fraud.

I confirm that the information that I have provided in this Declaration Form is correct and complete. I understand and accept that if I knowingly withhold information, or provide false or misleading information, this may result in my application being rejected, or if I am appointed, in my dismissal, and I may be liable to prosecution.

Please sign and date this form.

SIGNATURE\_\_\_\_\_

NAME (in block capitals) \_\_\_\_\_

DATE\_\_\_\_\_

Note: if you wish to withdraw your consent at any time after completing this Declaration Form, please contact **Linda Lynch, Head of Recruitment and Development**

## **Appendix 9**

### **Starting Salary Guidance**

This guidance applies to individual posts and all groups of staff within NHS 24.

Guidance from the Scottish Pay Reference and Implementation Group (SPRIG) is clear with regards to starting salaries for staff. The following information can be used by new Staff Members, as guidance only, as to their starting salary. However it should be noted that only when full written confirmation of previous service is received, by the HR Business Support Team from the previous NHS employer, will a final decision on starting salary be made.

#### **1. New Staff Member moving from an NHS organisation to NHS 24**

When a new staff member joining NHS 24 from another NHS board, providing any break in service is less than 3 calendar months and details of previous service has been received, then new staff members will be placed according to the following principles.

##### **a. Moving posts within the same pay band**

When a staff member takes a new role at the same pay band as their existing role, they will remain on the same point of the pay band and keep the same incremental date, irrespective of the number of years' continuous service.

*Example:* Ann works as a nurse within NHS Lothian, she is currently on point 4 of the band 6. She takes an additional role with NHS 24 as a band 6 nurse. Her NHS 24 salary will be at band 6, point 4. Her incremental date is the same for both her NHS Lothian and her NHS 24 posts.

*Example:* Bob works as a Financial Accountant within NHS Greater Glasgow and Clyde. He is currently on point 3 of the band 7, despite only having one year's NHS service. He takes up a new band 7 Financial Accountant position with NHS 24. His NHS 24 salary will be band 7 point 3 and he will retain his incremental date.

##### **b. Taking a new role on a higher pay band**

When a new staff member takes on a role at a higher pay band than their previous role, the A4C rules on promotion apply. They will move to the first incremental

point on the new pay band that produces an increase in basic pay, the incremental date will be 12 months on from the start date of the new role.

*Example 1:* Paul works as a band 5 nurse with NHS Grampian. He is currently on point 3 of the pay band. He is offered a band 6 nurse role with NHS 24. The first point on the band 6 that produces an increase is the minimum. Therefore he moves to the bottom point of band 6 with an incremental date 12 months on for his NHS 24 start date. His incremental date for his band 5 role with Grampian does not change (should he remain in this role as well).

*Example 2:* Carol works as a band 5 nurse with NHS Greater Glasgow & Clyde she is currently on point 6 of the band 5. She is offered a band 6 nurse role with NHS 24. The first point on the band 6 that produces an increase is point 02 and her incremental date is 12 months on for her NHS 24 start date. Her incremental date for her band 5 role in Greater Glasgow & Clyde does not change (should she remain in that role).

### **c. Taking a new role with a lower pay band**

When a staff member takes on a new role at a lower pay band than their previous NHS role they will be awarded one point on the pay band for every complete year of relevant service. Relevant service is classed as any service at the same pay band or higher than, the new pay band to which they are being appointed, and that has not been discounted due to a break in service of greater than 3 calendar months. If relevant service does not place them on the maximum of the pay band then the incremental date will be retained as the initial date appointed to the 1<sup>st</sup> post.

*Example:* Donna works as a band 7 nurse with NHS Fife currently on point 2 of the pay band. She has 5 years service as a band 6 nurse and 1 year service as a band 7. She is offered a band 6 nurse role with NHS 24.

Her total relevant service, at band 6 or higher, is 6 years, so she would be placed on point 6 of the band 6. Her incremental date for the new band 6 role would be retained as the anniversary of the 1<sup>st</sup> date she commenced as a band 6. Her incremental date for her band 7 role does not change (should she remain in that role)



#### **d. Taking a new role which is different to a current role**

Where a new staff member joins NHS 24 from another NHS employer, but commences in a role that is significantly different to their previous role, thus requiring different knowledge and skills, the staff member will commence at the minimum point on the pay band. The start date of this new role becomes the incremental date for this post.

*Example:* Simon works as a band 5 Nurse with NHS Ayrshire and Arran, currently on point 2 of the pay band. He takes up a new band 3 call handler position with NHS 24. He will commence at the minimum point of the band 3, with an incremental date for 12 months on from his NHS 24 start date. His incremental date for the band 4 post does not change (should he remain in that role).

#### **2. Joining NHS 24 from a non-NHS organisation or employer**

New staff members joining NHS 24 **from a similar position** that is not currently recognised as an NHS organisation will be placed at the bottom of the pay band, unless they can evidence, through a staff transfer certificate, that they have a history of NHS employment that ended less than 3 calendar months before the current start date. A list of NHS recognised organisations can be found in Annex A of the A4CTerms and Conditions Handbook.

This includes clinical staff transferring from positions within Academia, Armed Forces, Private Hospitals or Clinics, Hospitals in foreign countries (out with UK) and non government funded GP practices (this list is not exhaustive). All these staff will be placed on the minimum point of the pay band.

The only exception NHS 24 will make is for Clinical staff currently employed by government funded GP practices, out of hours services and hospices (e.g. practice nurses/treatment room nurses etc). A4C already recognises this staff group in terms of entitlement to annual leave, maternity pay, sick pay and redundancy, but not salary. However NHS 24 **will** recognise the very similar skills of this staff group and will follow the principals as if they are transferring from an existing NHS post.

## **Applying Discretion to salary placements for NON NHS staff:**

The A4C handbook is silent in terms of allowing discretion to be applied when hiring staff new to the NHS. Although the nationally agreed rules state that giving incremental credit without good reason is contrary to the principle of fair pay within the NHS. In some circumstances managers may wish to place a new staff member on a point above the minimum of the pay band. In these cases the manager should discuss this with the Head of HR Business services, but it should be noted that this is capped at one incremental point above the minimum of the pay band. If discretion is to be fully considered then the manager must provide a robust written case justifying their request and include the:

- impact on others already in post
- individuals knowledge and skills
- impact on others outside the immediate department

## **Salary Placement:**

***All decisions regarding salary placement will be made in line with the details contained in this policy.***

It should be stressed that hiring managers are not permitted, by NHS 24, to agree salary placement, therefore new staff members should use the information contained within as guidance. Only when the HR Business Support Team receives full written confirmation of previous service with relevant employers, will they be in a position to determine a starting salary.

## **Use of Temporary/Agency/Contractors**

Where the use of temporary or agency staff is required for any reason e.g. to backfill an existing post or until a new position can be recruited to or to increase the size of an existing team on a temporary basis, the above starting salary guidelines will still apply. The appointment will be made at the minimum position unless the individual fulfils the criteria applied for an uplift, i.e. currently holds a position within an NHS organization, or has had a break in service of less than 3 months. This applies where a substantive position exists in NHS 24. Any use of agency staff must comply with the nationally agreed Framework Agreement for the use of Non Clinical Temporary Staff.

Where NHS 24 requires skills and/or experience that currently does not exist within the organisation, and there is not currently a substantive position in existence, for a defined period of time, the hiring manager may apply discretion when deciding on salary. The recruitment team will work with the hiring manager to source information on current market rates of pay. The hiring manager must then gain approval for the position and rate of pay from the Executive Team through the Authority to Recruit process. This applies to the use of all temporary/agency or contractor staff.

## **Appendix 10**

### **NHS 24 Guidance for the Use of Occupational Testing and Occupational Psychometric**

Psychometric testing and occupational testing should be used within NHS 24 to enhance the quality and quantity of information available for recruitment, selection and development decisions. NHS 24 is committed to the highest standards of practice in the use of all psychometric tests and occupational testing so the benefits of testing are maximized using a fair for all approach.

Psychometric testing can be defined as a personality test that describes an individual's typical or preferred way of behaving, thinking and feeling.

Occupational testing can be defined as test that allow the organisation to collect specific, objective information about job related abilities.

Tests should only be carried out by trained individuals. Any recruitment or development activities that involves psychometric or occupational testing should be approved by the Head of Recruitment and Development or the Recruitment Manager prior to its implementation.

Tests should be used for recruitment, selection and development purposes. It may also be applicable for tests to be used for organisational change purposes, but this would be approved by the Head of Recruitment and Development. Candidates/employees will be provided with a description of what tests will entail and what skills they will be tested upon prior to the selection event. They will also be provided with a description of what test results will be used for. Where available practice materials will be provided.

Information gained from testing should only be used for its given purpose. An agenda for change evaluated job description and Knowledge and Skills Framework for the role must be available prior to any tests being chosen for recruitment purposes. Any decision made using testing should be documented and returned to the recruitment or learning and development teams. These will be reviewed in line with the standards laid out in The "Recruitment and Selection Policy." Tests should be appropriate for the level of skill required for the role and test content should be chosen based on the skills required for the role. For example a minute taking exercise should not be used as a recruitment test when the role does not require the successful candidate to take minutes as part of their job description. Should a job description be changed significantly the testing used for the role should be reviewed in line with it.

NHS 24 are committed to the selection of individuals based on merit and measures relevant to the job role they perform/will perform. All recruitment, selection and development decisions should be free from biased. Psychometric testing based decisions will be monitored to ensure they do not unfairly disadvantage any section of the population. Where disability may prevent a suitably qualified disabled individual from undergoing a standard selection procedure reasonable adjustments will be made in collaboration with the test publisher. Please refer to appendix 11 which provides overall guidance on selection events for individuals with a disability.

Test scores will be analysed on the basis of relevant norm groups. Where specific evidence of test relevance is available ie validation studies then fixed cut offs for the role will be produced. Test scores will be interpreted alongside the test providers guidance and ongoing amendment based on organisational experiences.

Test scores and materials will be held by the Recruitment and Development teams. A written report of results of psychometric tests produced by the qualified test user that has been discussed with the individual participating in the test will be stored within the individuals personnel file and destroyed in line with relevant data protect legislation.

NHS 24 are committed to providing a fair standardised testing procedure for all individuals tested. Following testing honest feedback will be provided to individuals who have taken the test in a timely manner. Individuals test results may be used for selection purposes within 6 months of testing. At the end of

this period candidates should be re-tested before any decision based on test results are made, in line with NHS 24 Recruitment and Selection policy. If line managers wish individuals re-tested within 6 months a written support of this re-tests detailing reasons behind it should be submitted to the Head of Recruitment and Development for consideration. It is the decision of the Head of Recruitment and Development whether or not to re-test.

Where tests are used for volume recruitment or development purposes a validation study should be conducted for every 100 potential employees/employees put through testing. This should be performed within 3 years of the testing for that skill set commencing. This is where individuals who have been put through the test as part of the selection process as monitored in terms of their effectiveness in the role when compared to test scores.

All publisher generated psychometric reports should only be used by trained test users. Trained user interpretations and appropriate management reports from the publisher can then be passed to the individual taking the tests and/or their potential line manager/line manager. These reports will be provided with a named contact for the individual to refer any questions to.

An accurate log of all test material held by NHS 24 will be held by the recruitment and development teams and updated accordingly.

## **Appendix 11**

### **Guidance for Recruiting People with a Disability**

The provisions laid out in the Equality Act (2010) mean that NHS 24 has a duty to make reasonable adjustments to recruitment, selection, and training procedures to accommodate individuals who are disabled. This appendix lays out the steps that will be taken to support individuals with a disability during the recruitment and selection process.

#### **Application Process**

The recruitment team are able to provide application forms in different formats to meet candidates needs.

In line with NHS 24 Equal Opportunities approach and the provisions laid out in the Equality Act, all candidates who chose to participate in the disability guarantee scheme and meet the minimum essential selection criteria must be interviewed.

Candidates will also state on their application forms a preferred method of communication and where possible this should be used through out the process.

#### **Prior to the Selection Event**

Candidates will be asked if they require any reasonable adjustments in their invite to interview letter and asked to contact the recruitment team prior to the selection event. If this is the case the recruitment team will then liaise with the candidate and the hiring manager so that the require adjustments can be made.

If occupational testing is to be used as part of the recruitment process the hiring manager should be asked to define essential and desirable criteria for the outcome of the tests in advance. If testing is being used to eliminate candidates prior to interview, in line with the disability guarantee scheme, candidates with a disability meeting the minimum essential criteria should be taken forward to interview.

## At the Selection Event

If a candidate arrives at a selection event and they have not declared a pre-existing disability but one is evident, the candidate should be asked again if they require any reasonable adjustments and wherever possible these should be met.

The following is a list of guidance for when dealing with individuals with a disability.

### Individuals with Hearing Impairments

- Where a candidate requires an interpreter this should be organized in advance by the recruitment team to ensure the interpreter is independent. The interpreter will not be a part of the interview panel and as such will have no decision making responsibilities. In these case interview questions or test materials will also be printed onto laminated cards by the recruitment team to allow the candidate to read them.
- In these cases the interpreter will be asked to meet the candidate at reception prior to the interview and liaise with the candidate about their identity documents. Hiring managers should note that this may mean that additional time is required between interviews to allow the interpreter to facilitate this. To avoid confusion in these cases reception desks in the relevant sites should be notified of the requirements.
- Where a candidates has indicated that they can lip read and would prefer this to an interpreter, laminated cards with the interview questions will again be provided. In these cases managers should ensure they look directly at the candidate, speaking slowing and clearly.

### Individuals with Visual Impairments

- In cases where the candidate has requested all relevant written materials will be pre-printed by the recruitment team in Braille. Managers should note that this requirement means that interview may have to be delayed as the materials will have to go to an external printer to be prepared. Likewise where candidates have requested all written materials are available in large print.
- Where a candidate cannot read Braille and has not residual vision a reader will be provided for them.

- When testing individuals who have visual impairments the recruitment team will liaise with them in advance to ensure that relevant aids such as talking calculators are made available.
- NHS 24 will encourage visually impaired candidates to come to interview with us by providing detailed maps of the facility where the interview will take place and also detailed descriptions of the public transport routes available. Where the candidate requests assistance a member of the recruitment team will be available to meet them

### Individuals with Motor Disabilities

- In advance of any selection event the recruitment team will issue candidates with maps of the event venue showing the access routes and facilities available.
- Where an individual has declared that they use a wheelchair, appropriate access should be checked in advance by the selection event facilitator.
- In cases where candidates in a wheel chair are being asked to sit at a desk the height of the desk should be checked for appropriateness.

### Individuals with Learning Difficulties

- In general no physical adjustments are required for people with learning difficulties, however, for some individuals concentration span maybe limited when compared to other candidates and this should be considered when delivering information to the candidate.
- Candidates with Dyslexia may require additional time when completing occupational testing. This should be taken into account when marking testing as standard control conditions no longer exist. In these cases the test providers should be contacted to ascertain which scoring groups should be used.

### After the Selection Event

When communicating with individuals after a selection event their preferred method of communication should be used, in line with the guidance laid out in the Recruitment and Selection policy.