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A Critical Evaluation of the Operation and Effectiveness of the Recruitment and Selection Policy within a Large NHS Trust

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Abstract

This report evaluates the recruitment and selection policy within a large NHS Trust and explores whether the existing policy is conducive to the functioning of the organisation as a whole. A varied research approach is drawn upon; combining a workforce discussion, observation, organisational policy analysis and literature reviews to assess whether the existing recruitment and selection policy of the organisation is effective and aptly executed. Early indication from the research undertaken implies that in general, although the recruitment and selection policy seems perfect on paper, the reality is very different. The existing policy is comprehensive and covers all relevant aspects of an excellent recruitment and selection strategy. Conversely however, evidence from the research implies that the policy is somewhat difficult to implement and this appears to be a barrier which must be overcome in order to successfully recruit and select the right candidates for the organisation. Potential recommendations to improve the Trusts existing recruitment and selection policy are highlighted. This report draws attention to the successful elements of the Trusts existing recruitment and selection policy and emphasises that by implementing minor improvements to the policy, the organisation as a whole will rise above difficulties and ensure the successful recruitment and selection of the finest candidates.

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Additionally the aim is to emphasise that an effective policy is fundamental to the successful functioning of the organisation as a whole. Traditional theories of recruitment and selection seem to be working for a long time although recent changes in the work force market and ever changing supply and demand of experience staff is proving that the adoption of grounded theory has its merits in human resource management.

Keywords: Recruitment; Selection; NHS; NHS Jobsite; National Health Services; UK; Ground Theory.

1. Introduction

The recruitment of a new staff in an organisation is always a daunting process as the person or organisation, going through that process face several challenges as to whether the candidate is fit for the job, does he/she meets the appropriate criteria for the job published or will he/she able to cope with the working environment and overcome the challenges. In that context the objective of this report is to shade some light in the recruitment process, whereby it will critically evaluate the operation and effectiveness of the Recruitment and Selection Policy within a large NHS Trust i.e. to explore whether the existing policy is conducive to the organizations recruitment and selection of top candidates and also proposals of potential strategies for improvement which will lead to an environment of the use of “practice of best policy exists”, should it be identified that this is not being realized within the existing policy. In the current economic climate with government funding at an all-time low, operating an ineffective policy will have damaging effects on the organisation ability to function at an optimal level. This report will also consider the complexity of recruitment process as regards to whether the organisation existing recruitment and selection policy, which appear to be perfect on paper, actually operate according to the requisite criterion and achieving all aims. The significance of addressing this subject is to ensure that the organisation, as a leading employer with the actual in placed policy is abreast with current legislation and also giving the organisation a competitive advantage for recruitment and selection of top candidates from a competitive labour market.

The report will examine the background of the organisation which is in this case King’s College NHS Foundation Trust (KCH) by relevant reviews such literature reviews, current procedures, theories and models. The research approach and interpretation of results will be covered in the analysis section. It will be concluded with a summary of the core subjects that would provide examples of how an effective recruitment and selection policy is fundamental to the successful functioning of the organisation, thereby recognising and replacing poor policies with effective one. Recommendations of potential strategies for improvement will also be made.

2. Background

King’s College Hospital NHS Foundation Trust is one of London’s principal teaching hospitals, with a distinctive profile of local and specialist services. With the recent changes, the Trust has undergone through a major review addressing funding shortfalls and legislative changes implemented by the government. The outcome of this review has identified that the Trusts workforce needs to be increased to deal with the additional workload of securing external funding and ensuring parliamentary changes are executed and completed within a timely manner. In order to address the additional workload issues extra staffs has been recruited and some have

been upgraded, as such seemingly allowing the Trust to address the new demands [5].

3. Literature Review

According to Bratton and Gold [1] “Recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Selection is the process by which managers use specific instruments to choose from a pool of applicants a person most likely to succeed in the job, given management goals and legal requirements.” Reed [2] set out a similar distinction of recruitment and selection, “recruitment activities provide a pool of people eligible for selection.” Recruitment is a means by which people from outside the organisation are brought in and selection is the process of choosing who is offered the job [4].

4. Current recruitment procedure

The current staff turnover rate of the Trust is around 12%. Due to recent Trust-wide events, extra staff were urgently required in various departments to deal with increased workload. Typically extra workload was in areas of Accident & Emergency, Cardiac Services, Liver and General Surgery. Out Patients services also had a corresponding increase as a consequence of extra activities across the Trust. In order, to meet this additional staff demand, a huge recruitment and selection drive were undertaken. It was initially done locally and nationally and then it was extended internationally to other countries. Also as part of this initiative there was a need to update managers’ selection and interview skills.

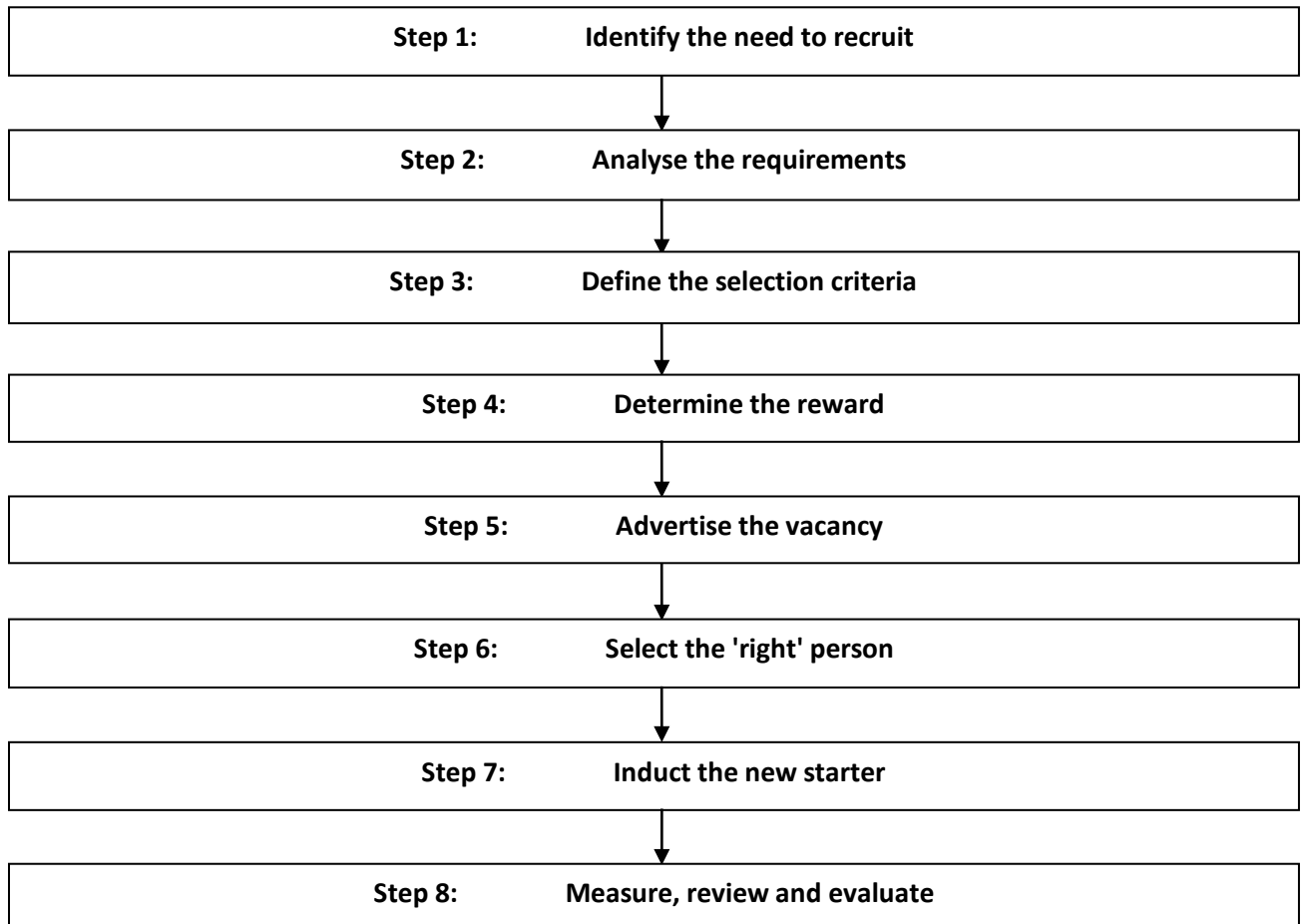
As recruitment and selection is an expensive and lengthy exercise, it is therefore crucial that a systematic approach is applied in order to recruit and select from a diverse range of applicants and to lessen the risk of selecting the ‘wrong’ person [6]. This has been illustrated in Figure 1.

4.1 Recruitment and Selection policy.

As at present, the Trusts existing recruitment and selection policy (Appendix 1) is comprehensive and covers all relevant aspects of an excellent recruitment and selection strategy, including the steps outlined above. Additionally the Trust has a simple flowchart (Appendix 2), identifying roles and responsibilities of managers throughout the recruitment and selection process. Staff trust-wide use these guidelines in carrying out the various stages of recruitment and selection and also call upon the expertise of the Human Resource personnel for additional support when required. Outlining the procedures for recruitment and selection, it is suggested that it should only be carried out in the context of a “recruitment and selection policy”, which cover issues such as internal/external applicants, non-discrimination, courteous processing of applicants and the type of tests favored. The idea behind the current recruitment and selection procedure at KCH is to find best person to fill an organisational vacancy. The starting point to finding the best person is to identify the criteria against which an individual is to be selected. These criteria come from an analysis of requirements i.e. job analysis which is a critical stage in the process, as defined by Dale and Armstrong [3] whereby he stated: “job analysis is the process of collecting analysis and setting out information about the content of jobs in order to provide for a job description and data for recruitment, training, job evaluation and performance management”. Job analysis concentrates on what job holders are expected to do [7]. The management of an organisation need to analyse the

sort of work needed to be done in order to recruit effectively [8]. It also provides the information for completion of a job description and a person specification [9] [10].

Figure 1: CIMA (Chartered Institute of Management Accountants) identifies a systematic approach to recruitment and selection in the following steps.



4.2 Job Description.

Another aspect of the recruitment and selection is the job description, which sets out the purpose of the job, where it fits with the organisation structure, the context of the job, the accountabilities of the job and the main tasks the holder carries out. Purposes of a job description are summarised in table 1.

The contents of a job description as identified by CIMA are:

- a.) Job title e.g. Assistant Financial Controller. This indicates the function department in which the job is performed and the level of job within that function.
- b.) Reporting to e.g. the Assistant Financial Controller reports to the Financial Controller.
- c.) Subordinates reporting directly to the job holder.

d.) Overall purpose of the job, distinguishing it from other posts.

e.) Principle accountabilities or main tasks

As part of its recruitment process the Trust has a standard template for job descriptions (Appendix 3) and also the person specification, which must be completed by each, department undertaking recruitment.

Table 1: Purposes of job descriptions

Purpose	Details
Organisational	Defines the job’s place in the organisational structure
Recruitment	Provides information for identifying the sort of person needed (person specification)
Legal	Provides the basis for a contract of employment
Performance	Performance objectives can be set around the job description

4.3 Person Specification.

The next criteria which need consideration in recruiting someone is whether the qualities of the person most suitable to do the job are need to be identified. Referring again to Armstrong [3] who defines “person specification as the profile of the ‘ideal’ person who would fill the job description”. Possible areas the person specification may cover include personal skills, qualifications, innate ability, motivation and personality. Another traditional theorist, Alec Rodger’s, has defined and classified the recruitment process in a seven point plan (Table 2) approach a way of clarifying the selection criteria and provides a good basis for drawing up a person specification.

Table 2: Rodger’s seven point plan

Point	Examples
Physical make-up	Strength, appearance, health
Attainments	Qualifications, career achievements
Intelligence	Average, above average
Special aptitudes	Manual dexterity, mental sharpness
Interests	Mechanical, people-related
Disposition	Calm, independent
Circumstances	Location, car owner

As with the job description, the Trust has a standard template for a person specification (Appendix 4) that should be completed by departments undertaking recruitment and selection.

4.4 Advertising.

Once the job description and person specification is finalised, the job is advertised. The job description and person specification can be used as guidelines for the wording of any advertisement. The way of advertising depends mostly on the cost, frequency and its suitability to target audience. In relation to the Trust outsourcing its vacancies it is done through a reputable HR communications company which provide an end-to-end service on recruitment, thereby reducing unnecessary costs. All adverts placed on behalf of the Trust are listed on the national NHS jobs website.

4.5 Selection.

The last stage of recruitment is the selection stage. It involves a filtering, reviewing application forms, interviewing and testing process. Interviews should be conducted by trained individuals having expertise in the field of the job to be recruited. It has to be structured to an agreed set of questions mirroring the person specification and allows candidates the opportunity to ask questions. It is Trust requirement that at least one member of the interview panel had specific recruitment training conducted by the Trust.

4.6 NHS jobsite.

With the revised NHS jobsite, all applicants are required to complete a standard application online. Résumés are not solely accepted, but applicants may attach a copy to their application. Application forms allow an employer to obtain relevant information about the applicant i.e. education, experience, interests etc. The application form makes it easier for those making the selection to shift through the applicants, and to reject some at once, so as to avoid the time and costs of unnecessary interviews. All steps in the Trusts short listing process are made via the NHS jobsite via email i.e. rejecting of applicants, short listing of applicants and inviting applicants to interviews.

4.7 Interview.

The aim of interview is finding the best person for the job through direct assessment and giving the applicant a chance to learn about the organisation. The interviewing panel should have the task of reviewing the job description, the person specification and on the other hand the application form reviewing the demands of the job relevant assessments of the applicants' character/qualifications and to decide on questions to be asked. The Trust requires all interview panel members to undergo recruitment and selection training. When conducting interviews, factors to be taken into account include the layout of the room, manner of the interviewers, questions to be asked, questions from candidates. The Trust has a standard template where interview questions and candidates responses are recorded (Appendix 5). This form is completed and sent with the recruitment and selection documents to the Trusts HR department.

4.8 Test.

Another aspect of interview is an occasional test. Various types of tests may be used i.e. psychological and personality tests, intelligence tests, proficiency tests. A test is not a compulsory part of the Trust recruitment and selection policy. However various departments do occasionally incorporate tests as part of their selection programme depending on the nature of job advertised. Upon completion of interviews and tests, the best candidate is selected. After the selection process it is a common practice to obtain references on behalf of the candidate from previous employers or person holding certain. The obtaining of references from the candidates previous employers is a common practice. A reference enables the employer to check the basic accuracy of the information provided by the candidate. The Trust has a standard template for referees to complete (Appendix 6).

4.9 Offer

Once successful references are received, an offer of employment is made to the successful candidate and some form of negotiation takes place to determine a remuneration package. A job represents an economic exchange whereby the employer obtains the services of the employee, who receives benefits such as a salary and paid holiday in return. An employer is entitled to a reasonable degree of loyalty and commitment, while most employees will seek job satisfaction, security of employment and personal development. It is important that both employer and employee feel that the exchange they have contracted is a fair one.

4.10 Induction

The final stage of the recruitment and selection process is the induction of the successful candidate. All new recruits need time to learn the job and settle in. The Trust has formal procedures for induction designed to integrate new recruits. The Trusts induction programme differs for staff from different department's i.e. clinical staff require a longer induction than that of a non-clinical staff.

5. Analysis

The research technique adopted for this report consists of a review of relevant literature, organisational policy analysis, observation and a departmental workforce discussion. The aim is to undertake a critical evaluation of the operation and effectiveness of the Trusts (Kings College Hospital) existing recruitment and selection policy, and additionally gain an understanding of staff opinion concerning the existing policy.

Primary data is gathered in the form of casual discussions with a sample of the workforce and through observation. Staff responses were noted as well as their actions and behaviours observed. Data of Trust documents were also collated (Appendix 1-6).

Unless there is a culture of communication and acceptance of responsibility from staff to support the existing policy, the successful execution and effectiveness of the policy is likely to be limited. From the literature and organisational policy analysis ineffective practices were identified. The successful operation and effectiveness of the recruitment and selection policy is paramount to the success of the organisation as the Trust is a service

provider whose workforce is its greatest asset. The purpose of this report is to therefore critically evaluate the operation and effectiveness of the existing recruitment and selection policy and identify whether this policy is adversely or favourably affecting the organisations ability to attract top candidates.

Some of the issues discussed with the organisations workforce were:

- What are their thoughts and views of the Trusts existing recruitment and selection policy?
- What are their views of the quantity and value of support they receive from the HR department?
- What do they perceive to be the existing problems (if any) preventing the smooth execution of the current policy?

It is expected that this research will reveal staff opinions as to whether the Trusts existing recruitment and selection policy is fit for purpose or not. It will also determine if the current policy is the best option for attracting top candidates especially in an economic climate where a competitive labour market exists.

Some feedback from Trust staff were:

- “...the central HR function does not provide guidance in a timely manner thereby delaying the entire recruitment and selection process” (co-worker A)
- “...always significant delays in the successful candidate start date due to the overlapping of responsibilities between the recruiting department and the central HR function, neither department completes the tasks assuming the other is doing so ” (co-worker B)
- “...Disputes arise when some staff are promoted above those with perceived greater experience...fairness of processes not evident” (co-worker C)
- “...too much ‘red tape’ when trying to recruit internally, resulting in unnecessary expenses and wastage of time...this can be overcome by simplifying processes” (co-worker D)
- “...some managers who are involved in recruitment and selection have not undertaken the necessary training resulting in rushed and unethical decisions...the cornerstone of the Trusts success is its workforce” (co-worker E)
- “...not enough application at times and have to re-advertised” (co-worker F)

After discussions with staff and from observation, some of opinions appeared to be justified, and this was especially evident during the recent recruitment and selection drive. Confusion and blame were apparent where there was an overlap of roles between the recruiting department and the central HR function. Furthermore due to time constraints, some unethical practices were carried out by untrained staff e.g. it was observed that for one particular vacancy, due to the number of applicants, one recruiting manager was short-listing every applicants without reviewing their application forms or even identifying whether the applicant met the essential criteria for the role. This kind of practice is extremely unjust to those applicants who have taken the time and effort in applying for the job, assuming that they have a fair chance of being successful.

The findings of this research indicate that that in general, although the Trusts recruitment and selection policy

seems perfect on paper, the reality is that it is sometime different. The existing policy is comprehensive and covers all relevant aspects of an excellent recruitment and selection strategy. However, evidence from the research implies that the policy is quite difficult to implement and this appears to be a barrier which must be overcome in order to successfully attract the best candidates into the organisation.

The Trusts staff views are in sync with pertinent literature, signifying that the workforce is the principal factor in determining the success or failure of any organisation. Furthermore the research reveals should the existing policy be streamlined, any future recruitment and selection drives undertaken by the Trust will be more successful and cost effective. The research additionally indicates that Trust staffs are adaptable to change if correctly guided and trained.

The research also indicated that at times it was very difficult to attract enough candidates. Under closely investigation, it was revealed that although the job description was largely unchanged, the main issue was that most Trusts across London were facing a high vacancy rate and hence there was an abundant of jobs but not enough potential candidate i.e. Demand for staff were higher than supply. The recruitment and selection process hence need to adapt quickly to the changing market and workforce migration trend.

6. Recommendations

6.1 *Transparency and Accountability*

Albeit, the recruitment and selection policy in place for the time being is working however there is a need for some changes to be made in order to bring for transparency and accountability in the recruitment process. One of the recommendations for change, in the process of recruitment should be based on feedback from Trust employees and the organisations strategy, mission and goals. Implementing the correct policy may not immediately produce a positive reaction; but it will be a step in the right direction towards improving the recruitment and selection process.

6.2 *NHS Jobs and Standard Template*

The next suggestion for change is to implement improvements and identify already good practices within the existing policy and in that relation the Albert Humphrey's SWOT analysis may be used. SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project. Table 4 identifies a SWOT analysis of the Trusts existing recruitment and selection policy.

Based on the results of the research and the current climate that the Trust is operating in, it is recommended the Trust continue with the use of a sole contractor for vacancy adverts and the adverting vacancies only via the NHS jobsite as this is by far the most cost effective method. Additionally, the Trust should continue with the use of standard templates for job descriptions, person specifications and references as this ensure a streamlined process.

6.3 Role and Responsibility

In relation to improvement the suggestion would be to clearly distinguish the roles and responsibilities to be undertaken by the recruiting department and the central HR function. This should eliminate the blame culture and confusion over responsibility of tasks.

6.4 Minimum and Maximum limit.

Additionally the number of applicants per job vacancy should be limited so as to avoid situations where recruiting managers are under extreme time pressure resulting in them using unethical means for short-listing candidates.

Table 4: SWOT analysis

<p>Strengths – characteristics of the policy that give it an advantage over others in the industry.</p> <p>E.g. The Trusts use of standard templates for job descriptions, person specifications and reference requests.</p>	<p>Weaknesses – characteristics that place the Trust at a disadvantage from others in the industry.</p> <p>E.g. Not all managers undertaking recruitment and selection are trained thereby causing delays and extra costs.</p>
<p>Opportunities – external chances to make things better.</p> <p>E.g. The continued use of an expert sole contractor for advertising job vacancies, leading to cost reductions and a better service.</p>	<p>Threats – external elements in the environment that could cause competition of the business.</p> <p>E.g. Other leading NHS Trusts.</p>

6.5 Internal Candidate.

A separate process should be drawn up with regards to the recruitment of internal candidates, so as to save time and money. It should also be compulsory that tests supplement all selection processes to ensure that a rigorous process. This will assist in the best candidate being selected, as some candidates’ might do well in interviews but have difficulty undertaking the tasks of the job. Including proficiency tests, the recruiter may find it easier to identify the best candidate.

6.6 Training Course

With regards to development, the Trust should ensure that all managers undertake a recruitment and selection training course as this will ensure the fair practices. This course should be valid for one year and the managers need to take the training course every year in order to be able to sit on the interview panel. Additionally each

recruiting manager should make an effort to contact their HR manager at the start of the recruitment and selection process for guidance and support and not only in times of difficulty as this may lead to delays in the process. Should these minor changes be implemented, the already comprehensive policy will be further enhanced and will encourage a culture of improved communication, enhanced feedback, leading to improved working relations and efficiencies. The existing policy is in line with the related literature, albeit for the few minor recommendations to be implemented to ensure infallible recruitment and policy.

6.7 Specialist recruitment firm

The research has found that at times it was difficult to recruit staff specially when more than 10 vacancies needed to be recruited into. In these circumstances, specialist recruitment agencies were found to be very effective although there was a premium to be paid as commission. This approach would work in most cases but the issue all Trusts are facing is that the supply of quality staff is so low that even using well reputable recruitment firm would not be effective. A good proportion of London Trusts are actively recruiting due to either expansion of services or to cope with increased patient activity. In order to cope with such a challenge, Kings College Commercial, which is the commercial arm of KCH, has developed a winning formula which bridged the gap in the market. KCS has developed advance recruitment and selection solutions which are applicable both nationally and internationally. KCS has now a dedicated team of recruitment consultants who are abreast with all recent changes in the market force both nationally and international. As a result KCS has been able to meet KCH work force plan plus other Trust across the UK. Grounded theory techniques have been adopted by KCS, allowing the recruitment consultant and human resource professional to have a better understanding of the key decisive trigger items which health care professionals seek through employment.

7. Conclusion

Based on the research carried out in this report, the ultimate conclusion is that the operation and effectiveness of the Trusts recruitment and selection policy is a crucial factor in the Trusts successful functioning whilst selecting the right candidate. The existing policy is in line with the related literature, although need for a few minor recommendations to be implemented to ensure infallible recruitment and selection policy. However beneath the surface, from research findings it is apparent that if the existing recruitment and selection policy were streamlined, structured and simplified, the objective of employing the right candidate would probably be easier and more cost-effective. Should these minor changes be implemented, the already comprehensive policy will be further enhanced and will encourage a culture of improved communication, enhanced feedback, leading to improved working relations and efficiencies. In a static environment, these tweaks should work. However it is now becoming apparent that although changes to processes and adopting best practice would help the Trust to recruit effectively, the bottleneck is now shifting to a more supply and demand problem. The focus should move more towards a targeting recruitment plan compliant with the Trust work force strategy coupled with an in-depth understanding of the international market workforce. KCS recruitment strategies through the acceptance and practice of grounded theory allows better understanding of the workforce planning and can better match organisation with potential employee. This is also useful where recruitment and retaining staff is problematic.

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9 Appendix

Appendix 1

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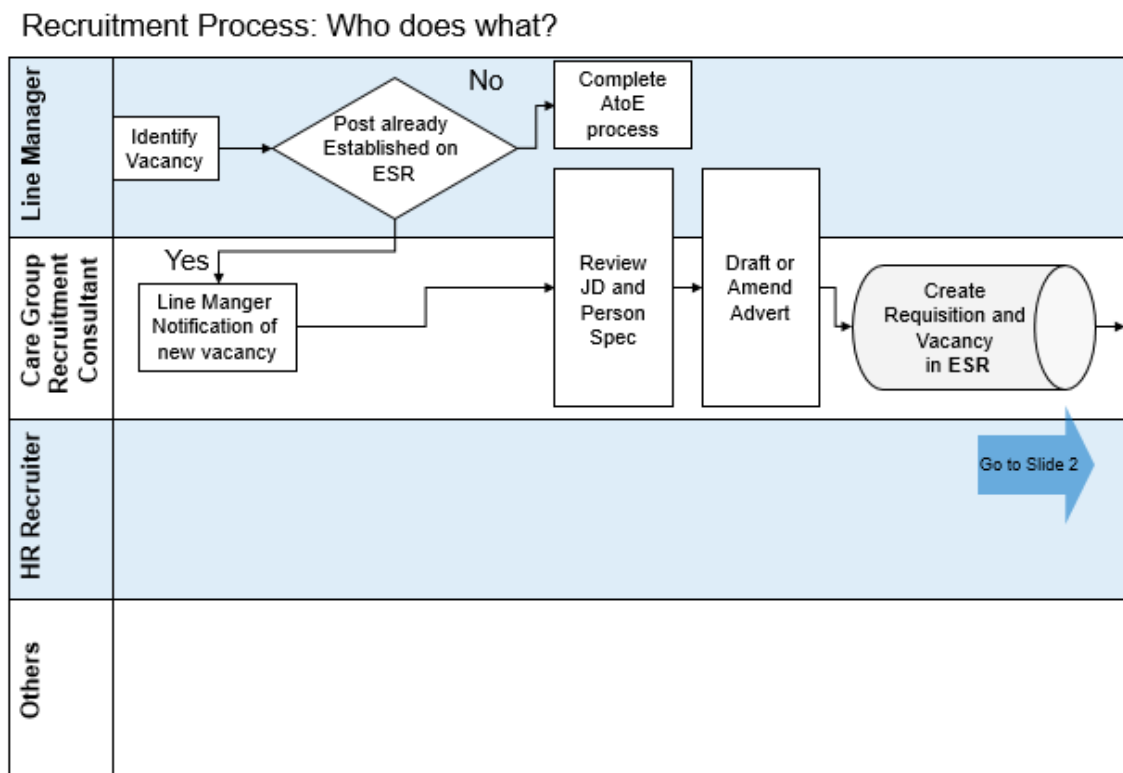
22. Starting arrangements

23. Induction arrangements

24. References

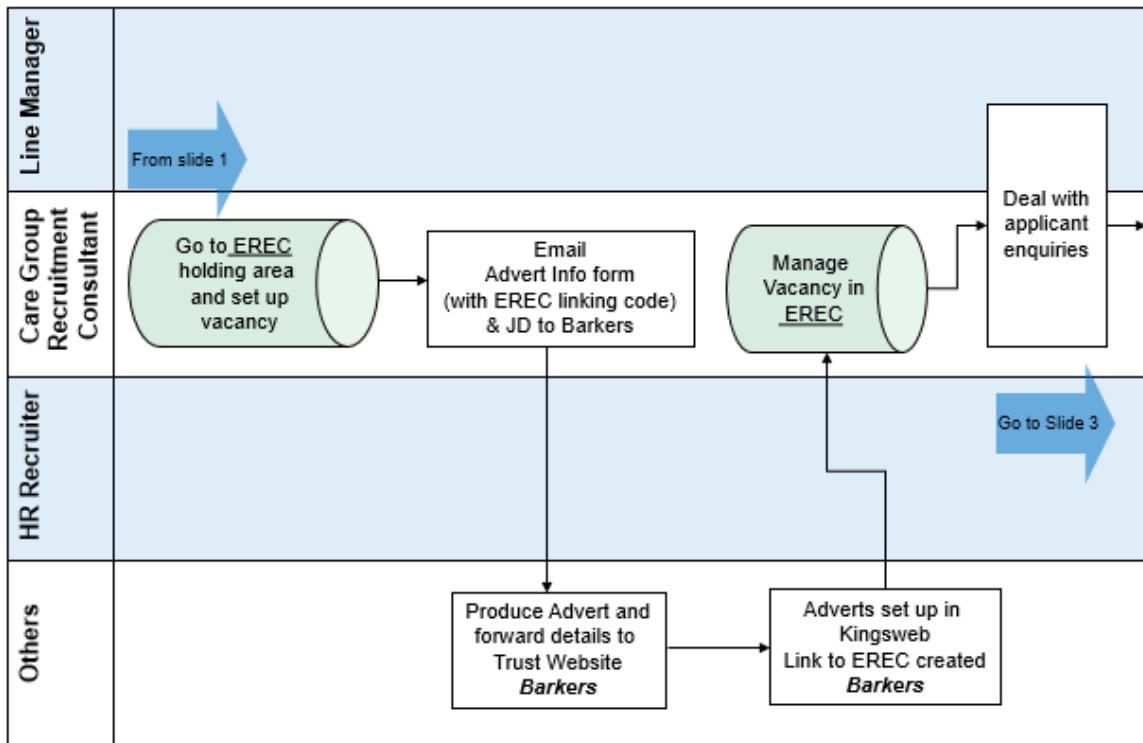
Appendix 2

2.1 Flow Charts



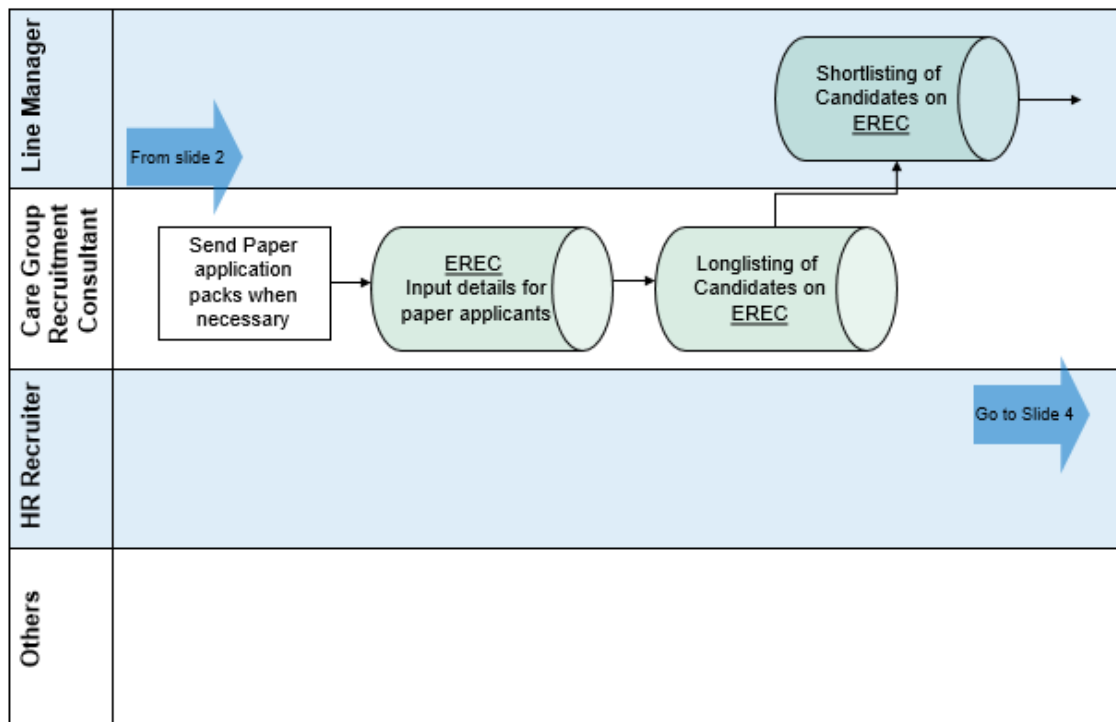
2.2 Flow Charts

Recruitment Process: Who does what?



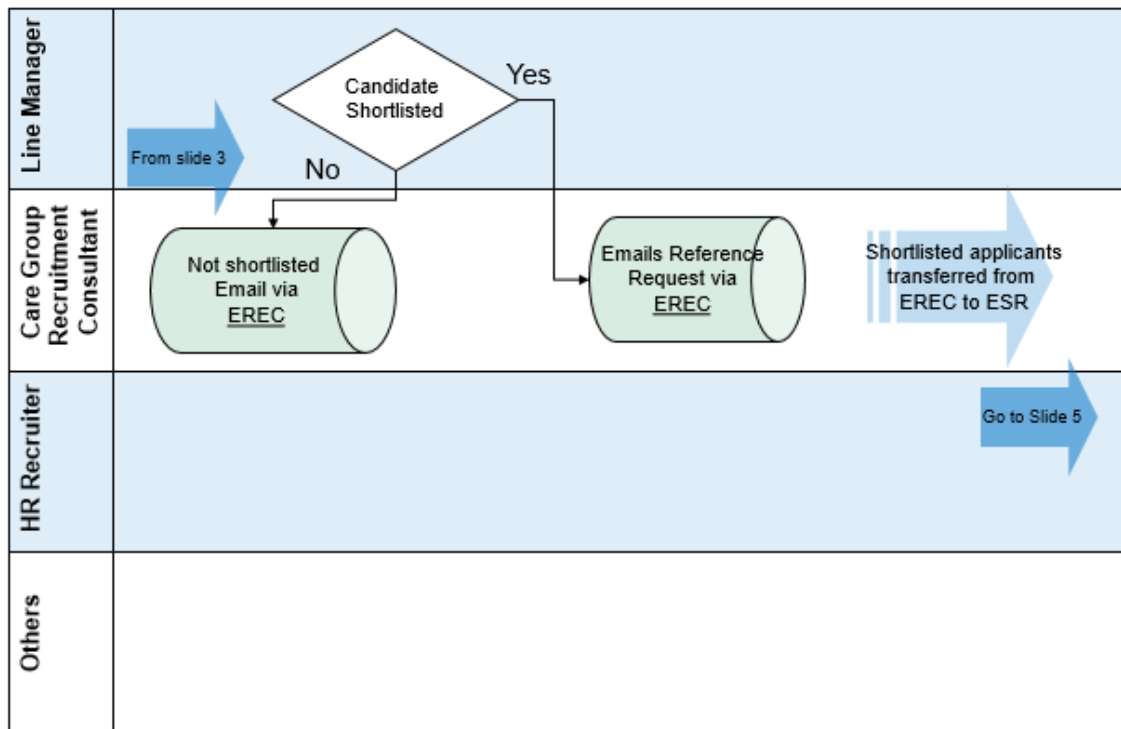
2.3 Flow Charts

Recruitment Process: Who does what?



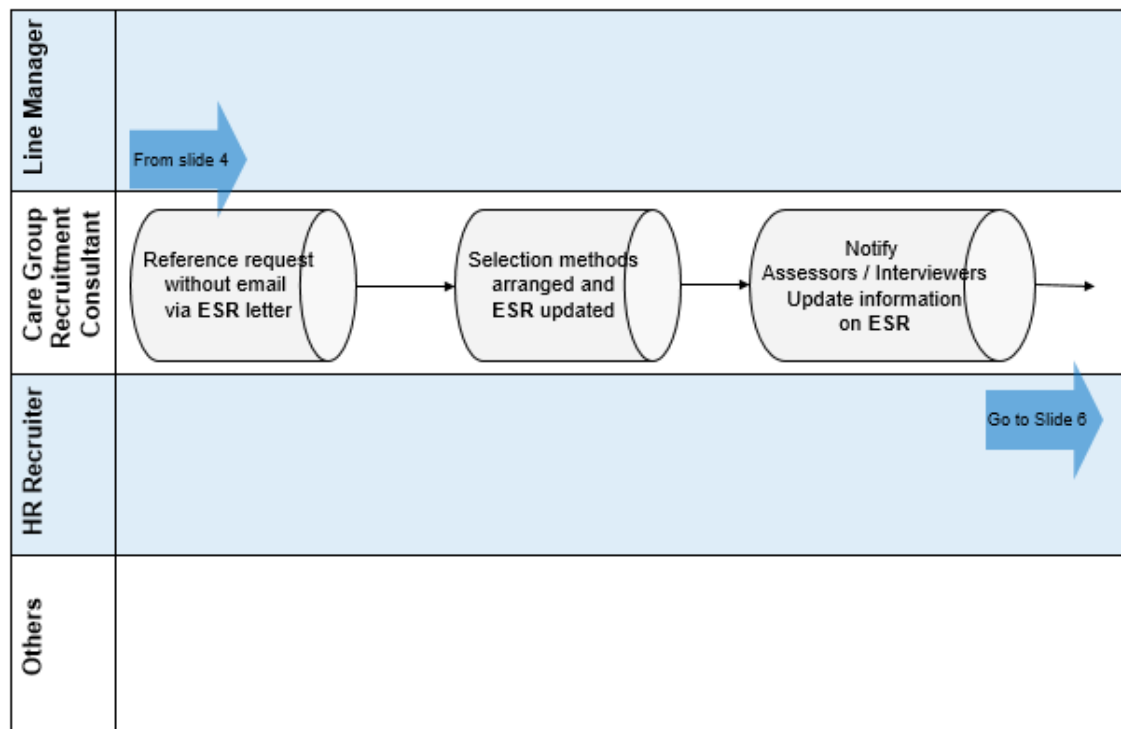
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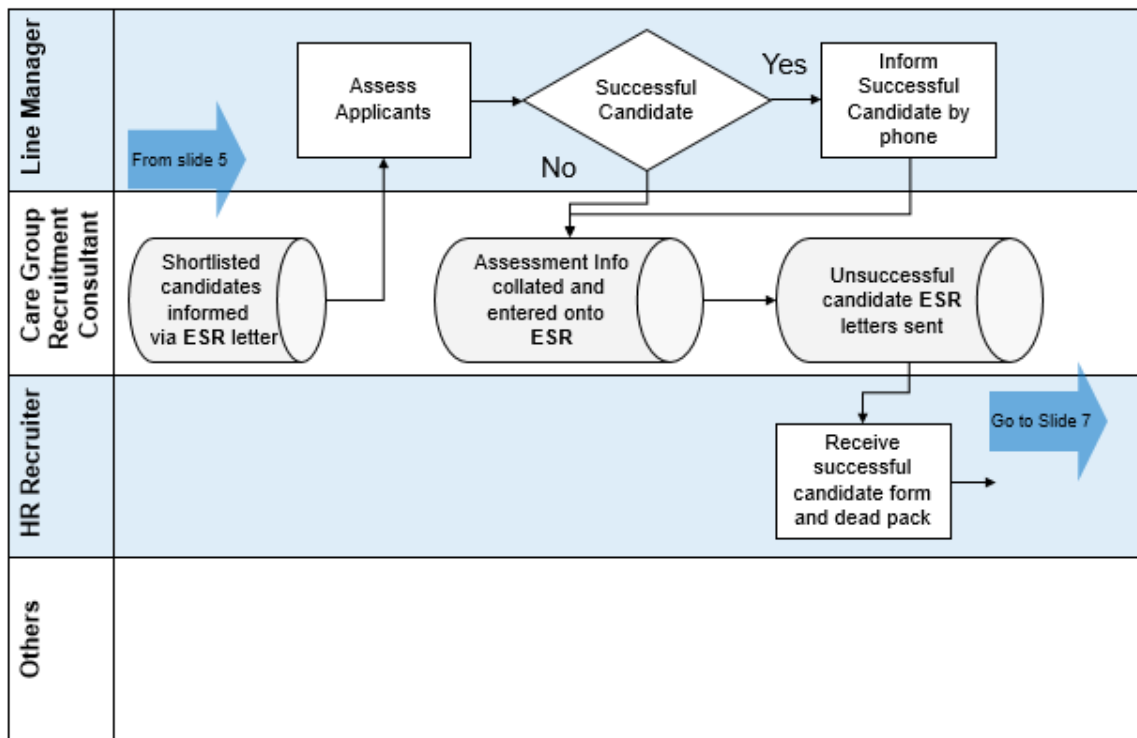
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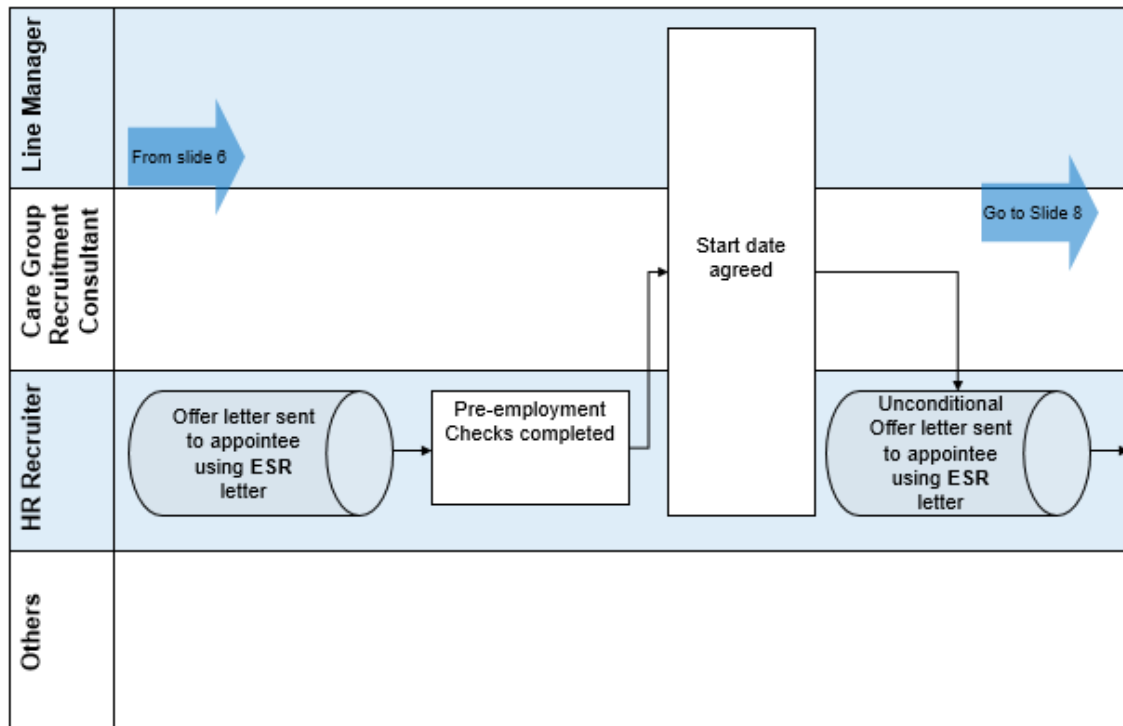
2.6 Flow Charts

Recruitment Process: Who does what?



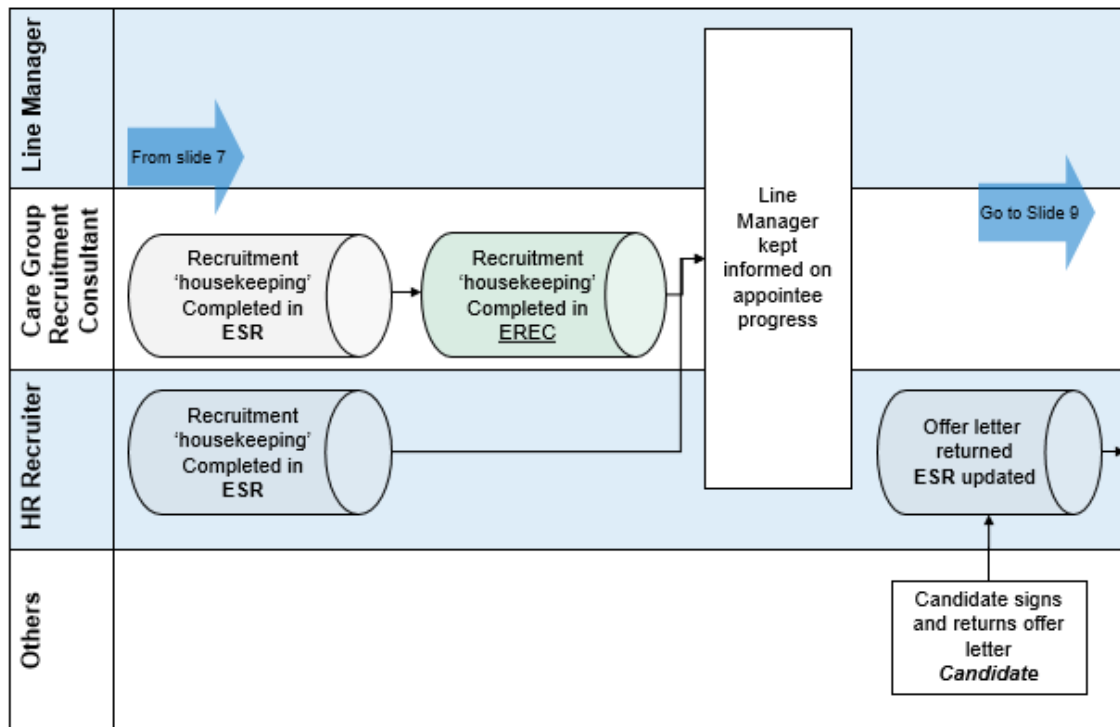
2.7 Flow Charts

Recruitment Process: Who does what?



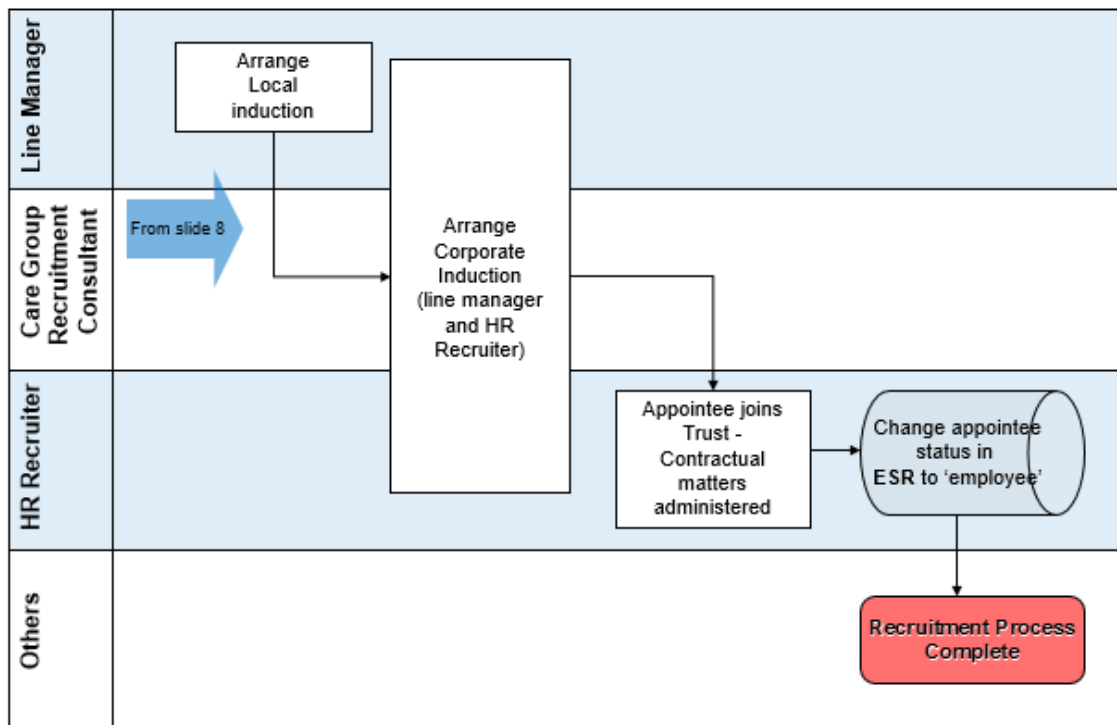
2.8 Flow Charts

Recruitment Process: Who does what?



2.9 Flow Charts

Recruitment Process: Who does what?



Appendix 3

JOB DESCRIPTION

POST TITLE:

GRADE:

DEPARTMENT:

ACCOUNTABLE TO:

JOB SUMMARY

MAIN DUTIES AND RESPONSIBILITIES

GENERAL - *These statements must go into ALL Trust job descriptions*

- The post holder has a general duty of care for their own health, safety and well being and that of work colleagues, visitors and patients within the hospital, in addition to any specific risk management or clinical governance accountabilities associated with this post.
- To observe the rules, policies, procedures and standards of King's College Hospital NHS Foundation Trust together with all relevant statutory and professional obligations.
- To observe and maintain strict confidentiality of personal information relating to patients and staff.
- To be responsible, with management support, for their own personal development and to actively contribute to the development of colleagues.
- This job description is intended as a guide to the general scope of duties and is
- not intended to be definitive or restrictive. It is expected that some of the duties
- will change over time and this description will be subject to review in consultation
- With the post holder.
- All employees must hold an 'nhs.net' email account which will be the Trust's formal route for email communication. You are therefore required to check this regularly and to deal with such communication promptly.
- Infection Control Statement
- The post holder has an important responsibility for and contribution to make to infection control and must be familiar with the infection control and hygiene requirements of this role.
- These requirements are set out in the National Code of Practice on Infection Control and in local policies and procedures which will be made clear during your induction and subsequent refresher training. These standards must be strictly complied with at all times.

Appendix 4

PERSON SPECIFICATION

The skills, knowledge and experience necessary for carrying out the duties specified in the job description.

Person Specification Example

(This is a guide only and should not be viewed as an exhaustive list)

Post:.....

Grade: **Band:**.....

Care Group/ Department:.....

Core Dimension/ Competence/ Qualifications	Essential	Desirable
Insert specific Qualifications that are required. If looking for an individual that can work at 'graduate' level, then also add or equivalent experience		
Insert candidates must have experience in (or demonstrate their competence in)..... but DO NOT insert x years experience required		
Insert core dimensions such as communication but use the level descriptor as appropriate within the KSF profile for the role (e.g. Must demonstrate an ability to communicate with people about difficult matters and/or in difficult situations)		
Insert desirable criteria that would be objectively beneficial to have but not essential (e.g. experience in the NHS may be		

appropriate for admin & clerical positions but not essential)		
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Appendix 5

INTERVIEW SUMMARY FOR INDIVIDUAL CANDIDATES

POST TITLE:

DEPT: _____

DATE OF INTERVIEW:

NAME OF CANDIDATE: _____

APPLICATION FORM SERIAL NUMBER: _____

Panel Members: _____

Core questions based on selection criteria. Please note any supplementary questions asked.	Summary of answers given at interview. Please note answers to any supplementary questions. Indicate the extent to which the candidate does or does not meet the selection criteria

Signature of Panel Chair: _____

Appendix 6

Date

Referee's Name and Address

Dear

(name of candidate)

The above-named has been shortlisted for the post of **(insert job title)** at **(insert location)** and has given your name as a referee. I would be grateful if you would complete the attached reference form, and enclose a job description to give you an idea of the role, skills and competencies required.

For your information interviews will take place on **(insert date)** and I should be grateful if you would reply by this date. For your convenience our fax number is **(insert fax number)** should you prefer to respond in this way. All information and opinions given will be treated in confidence.

If you would like to discuss any aspect of the information which you have given, please contact me on telephone number **(insert telephone number)**.

May I thank you in anticipation of your co-operation.

Yours sincerely

MANAGER'S NAME

Manager's Job Title

Appendix 6 (continue)

REFERENCE FORM

STRICTLY PRIVATE AND CONFIDENTIAL

Candidate:

Position applied for: **Vacancy Reference:**

Interview date:

Referee: Position:

Organisation:

Known to candidate: From: To:

CORE QUESTIONS

1. What is /was the candidate's position and main responsibilities within your organisation?

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2. What is/was the reason for leaving your employment?

Appendix 6 (continue)

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3. Please state how well you think that the candidate would perform in the duties of the position applied for. (Please refer to Job Description)

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.....

4. Please indicate any particular strengths or weaknesses in performance.

.....
.....
.....
.....
.....

5. Please comment on the following:

		Excellent	Good	Satisfactory	Weak
Time Keeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attendance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

6. Do you know of any reason why the candidate should not be permitted to work in a Hospital?

Yes No

If Yes, please state why.

Appendix 6 (continue)

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.....
.....

7. Is the candidate subject to any internal and/ or external investigation?

Yes No

If Yes, please could you provide summary details.

.....
.....
.....

In order to protect the public, this post is exempt from Section 4 (2) of the Rehabilitation of Offenders Acts 1974 by virtue of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 i.e.: NHS employees who have contact with patients (and posts in teaching and finance) are not entitled to withhold information about criminal convictions, however long ago they may have occurred. It is not, therefore, in any way contrary to the Act to reveal any information you may have concerning convictions which would otherwise be considered spent. Any such information will be kept in strict confidence and used only in consideration of the suitability of this candidate for a position where such an exemption is appropriate.

8. Would you re-employ this person? Yes No

If No, please state why.

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9. ADDITIONAL INFORMATION

Appendix 6 (continue)

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I certify that to the best of my knowledge and belief the information given in questions 1-9 is true.

Signed: Date:

Name (in block capitals):

Official Organisation Stamp.....

FOR OFFICE USE ONLY:

If verbal reference taken over the phone, please state the following:

Referees Identity confirmed? _____
Name of Authorised Person receiving call _____
Signature of Authorised Person receiving call _____

Date Reference given _____
