

Livewell Southwest

**Recruitment and Selection Policy and
Procedure**

Version No 1.4

Notice to staff using a paper copy of this guidance

The policies and procedures page of Intranet holds the most recent version of this guidance. Staff must ensure they are using the most recent guidance.

Author: HR & Corporate Services

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1.3	Amendment	October 2015	HR Manager	Complaints section added
1.4	Review	April 2016	HR Manager	Minor updates and rebranding

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Recruitment and Selection Policy and Procedure

1 Introduction

- 1.1 The purpose of this Policy is to set out Livewell Southwest's position and procedures on recruitment and selection. It will ensure clear processes are in place to enable Livewell Southwest to recruit and retain skilled people.

2. Scope

- 2.1 This Policy applies to all employees of Livewell Southwest who have a contract of employment or workers who have a NHS Professionals/Agency Agreement and others who may be involved in the recruitment and selection process. The Policy defines advertising protocols and recruitment procedures.

3. Definition of terms

- 3.1 Employees with contracts of employment with Livewell Southwest and have 'employee status' (with regard the Employment Rights Act 1996 and The Agency Workers Regulations 2010 (SI 2010/93)). This includes employees on permanent, temporary, full-time, part-time, or fixed term contracts.

4. Policy statement

- 4.1 Livewell Southwest is a social enterprise and as such recognises its responsibilities towards all sections of the community. Livewell Southwest is committed to:
- Promoting Livewell Southwest as an employer of choice
 - Ensuring that the recruitment and selection procedure promotes a positive image of the organisation
 - Recruiting skilled people to enable Livewell Southwest to achieve its aims and objectives
 - Promoting objective, fair and transparent recruitment practices throughout Livewell Southwest
 - Ensuring that selection decisions are based on objective and justifiable criteria
 - Ensuring recruitment methods are cost effective and efficient
- 4.2 The following table shows the values and objectives that Livewell Southwest seek to achieve:

Aims	Quality & Excellence	Local	Commercially Sustainable	Employee-led
Livewell Southwest Specific	Safe, Well and At Home	The Livewell Southwest Way	Be Socially Enterprising	Treat Everyone like a Co-Owner
Operating Principals (mix of values & objectives)	<ul style="list-style-type: none"> ✓ Focus at all times on high quality delivery & impeccable safety ✓ Think family – unique portfolio of services ✓ Reduce inequality ✓ Prevent ill health ✓ Promote well-being 	<ul style="list-style-type: none"> ✓ Be responsive to local need ✓ Respectful at all times ✓ Involve public & patients ✓ Learn from feedback to always be improving ✓ Collaborate with local partners 	<ul style="list-style-type: none"> ✓ Be innovative & resourceful ✓ Everyone watches the pennies ✓ Everyone knows their role & does their bit in helping Livewell Southwest to succeed 	<ul style="list-style-type: none"> ✓ Very strong offer on table for employees accompanied by clear rights & responsibilities ✓ Every employee treated like a co-owner, meaning: ✓ Share information, influence & reward ✓ Hold leaders, peers & themselves to account ✓ Enabled to make a real difference through training & supported autonomy

- 4.3 Livewell Southwest aims to design and implement policies that meet the diverse needs of our service and workforce, ensuring that none are placed at a disadvantage over others, in accordance with the Equality Act 2010.
- 4.4 Livewell Southwest is committed to equality of opportunity in employment, transfer and promotion regardless of race, gender, religion, age, nationality, marital status, sexual orientation or disability and positively supports the recruitment of a diverse workforce.
- 4.5 This policy ensures that effective, fair and consistent recruitment and selection procedures operate within Livewell Southwest that are compliant with employment practices and employment legislation.

5. Duties (Roles and Responsibilities)

5.1 Recruitment Team is responsible for:

- 5.2 Upholding the provisions within this policy in accordance with employment legislation, best practice and NHS Employers guidelines.
- 5.3 Providing training, materials and guidance to Locality Management and wider Teams.
- 5.4 Providing recruitment statistics to the Board and Executive teams as and when required and for putting into practice any resulting recommendations.

5.5 Liaising with NHS Jobs and other advertising medium (upon receipt of completed and authorised Approval to Recruit (ATR) forms.

6. Training and support

6.1 Livewell Southwest provides guidance to all existing and new employees to help them understand their rights and responsibilities under this Policy.

6.2 Seminars will be provided to managers to enable them to carry out effectively the recruitment and selection process.

7. Monitoring compliance with the policy

7.1 The effectiveness of this policy will be monitored through the HR Policy Group.

8. Processes for the recruitment and selection of staff

8.1 Identifying a vacancy

8.1.1 It is usual for a vacancy to occur when an existing employee leaves a job or when a new job is created.

8.1.2 When a vacancy is identified it is essential to ask:

- Does the vacancy need to be filled?
- Has the job changed or is it now necessary to update the Job Description to meet any future objectives?

8.2. Approval to Recruit Process

8.2.1 All Livewell Southwest established posts must have been job evaluated by Job Evaluation team, which comprises staff side and management representatives, before an approval to recruit form is completed, where practically possible.

8.2.2 Once a vacancy has been identified the Appointing Manager is responsible for completing the recruitment process. This must be authorised by the Locality Manager or equivalent and the Management Accountant.

8.2.3 All parts of the process need to be fully completed and authorised before any recruitment can commence. All vacancies must be reviewed by the Recruitment Team and HR Managers to ensure that any suitable posts are identified for employees on the redeployment database.

8.2.4 In order to submit an approval to recruit, the appointing manager must email their completed application to:

PCHCIC.BudgetHolderQueries@nhs.net

8.3. **Job descriptions and person specifications**

8.3.1 See the Job Description and Person Specification Guidance.

8.4. **Advertising**

8.4.1 Livewell Southwest will utilise NHS Jobs, the e-recruitment system, for all vacancies. As well as requests by Managers to advertise locally, nationally and in key periodicals.

8.4.2 The Recruitment Team will aim to place vacancies on NHS Jobs within two working days (where practically possible) upon receipt of a fully completed and authorised ATR form and all the relevant documentation (i.e. Job Description, Person Specification, KSF and Advert). Requests for external media may take longer and will be determined by the Advertising agencies deadlines.

8.4.3 Managers are able to submit details of any posts that will only be advertised for internal candidates through an expression of interest and advice must be sought from HR & Corporate Services.

8.5. **Recruitment statistics**

8.5.1 The Livewell Southwest Board receives reports on recruitment statistics for the preceding three months.

8.5.2 When a vacancy has closed, the Recruitment Team is responsible for updating on NHS Jobs those applicants that were appointed, shortlisted and unsuccessful.

8.6. **Drafting an advert**

8.6.1 The Appointing Manager in conjunction with the Recruitment Team is responsible for preparing the advert. Previously used templates are available to recruiting managers via Recruitment Team.

8.6.2 All adverts must be expressed in a clear non-discriminatory language.

8.6.3 The advert must give a brief summary of the job and should include its location, band and salary and essential qualifications and experience, to encourage suitable applicants and allow unsuitable applicants to self-select out of the process.

- 8.6.4 Whilst all advertisements are reviewed by the Recruitment Team the Appointing Manager is responsible for ensuring the advert is accurate, reflects the vacancy adequately and is legally compliant.
- 8.6.5 It is good practice to include a contact name with a telephone number from whom further information may be obtained by the applicant. If providing this facility it is essential that the named contact is available during normal office hours should applicants wish to contact them.
- 8.6.6 All adverts will include the Two Ticks disability symbol.
- 8.6.7 All adverts will include a paragraph advising applicants that recruitment information is available in alternative formats including Braille and large font.

8.7. Closing dates

- 8.7.1 All vacancies advertised in an external publication should run for a period of at least two weeks. This is just a guide.
- 8.7.2 It is recognised that some jobs at Livewell Southwest attract a vast number of applicants. For those jobs a disclaimer may be included on our NHS Jobs advert which states: *"Please note that should this vacancy attract sufficient interest it may be necessary to close the vacancy at an earlier date. We therefore suggest that you apply at an early stage to avoid disappointment."*

8.8 Application forms

- 8.8.1 Livewell Southwest in most cases accepts the NHS Jobs application form. However some vacancies may require CVs and/or other information.
- 8.8.2 All applications for employment at Livewell Southwest should be made online via NHS Jobs, postal or emailed application, or approved External Agency.

9. Short listing

- 9.1 Short listing must be undertaken by a minimum of two people, one of whom should be the Appointing Manager.
- 9.2 The Appointing Manager will be responsible for making a final decision where the short-listing panel is unable to make a unanimous decision.
- 9.3 Short listing must be carried out in a timely manner usually one to three working days following the closing date (no later than five working days following the closing date).

- 9.4 The purpose of the short listing process is to identify applicants who meet the essential criteria for the job. The short listing criteria should include the behaviours and values as well as technical expertise and experience.
- 9.5 References should be sought after the interviews and must never be used as a means to shortlist.
- 9.6 Livewell Southwest follows the Job Centre's Two Ticks disability symbol and adopts the values that this scheme incorporates. Disabled applicants who meet the essential criteria and select on their application form that they wish to be considered under the guaranteed interview scheme must be invited to interview.
- 9.7 All applicants who are unsuccessful after short listing will receive an email notification via NHS Jobs confirming that they have been unsuccessful. Each applicant will be given the opportunity to gain feedback from the short listing panel.

10. Interviewing

- 10.1 All short listed applicants will be contacted via NHS Jobs or receive a written letter to attend an interview (the Livewell Southwest standard letter/email template must be used).
- 10.2 The invitation will ask applicants to inform Livewell Southwest if any adjustments need to be made to attend the interview.
- 10.3 The invitation will also remind the applicant of documentation that they must present at interview (see employment checks below).
- 10.4 The interview must be carried out by a minimum of three people and while it is best practice for it to consist of the same panel members involved in the short listing process; this can be varied as long as the same interview structure and questions are adhered to. Please consult the Recruitment Team for advice where it is considered that less than three people are required for an interview panel.
- 10.5 Wherever possible, one of the interview panel members should be the appointing manager/line manager for the vacant role. The formal interview panel must consist of staff of the same band/grade or above. However team members should be actively involved in pre-interview presentations and assessments.
- 10.6 At least one member of the panel should be from another locality/service area. Please consult the Recruitment Team for advice where it is considered this is not required for an interview panel.
- 10.7 Where representation from HR & Corporate Services is requested, HR staff will only attend in an advisory capacity.

- 10.8 People who use our services or carers are encouraged to form part of an interview panel as an additional participant in addition to the core interview panel.
- 10.9 The interview panel must appoint a chairperson who will be responsible for making a final decision where the panel is unable to make a unanimous decision.
- 10.10 The interview questions must assess the information highlighted within the Person Specification.
- 10.11 All candidates must be informed of any tests prior to the interview date.
- 10.12 Questions also serve to substantiate details from the application form and explore any gaps and anomalies.
- 10.13 The interview panel should meet prior to the interview and plan the sequence of the interview questions and the structure of the interview.
- 10.14 All applicants must be asked the same questions. Discriminatory questions e.g. questions in relation to childcare arrangements, future plans for a family and trade union duties must not be asked.
- 10.15 Protected characteristics under the Equality Act 2010 are not reasons to turn down a suitable applicant. Livewell Southwest has a duty to make any reasonable adjustments that would enable an applicant to take up a post.
- 10.16 The person chairing the interview must ensure that the information on the application form is checked with all applicants. Checks must also be made to ensure that the successful applicant has the professional or vocational qualifications which are essential for the role. This will be carried out by the Recruitment Team.
- 10.17 All applicants should be informed at the end of the interview when a decision is likely to be made and how this will be communicated to them.
- 10.18 Only once all shortlisted applicants have been interviewed can a decision to appoint be made. A structured scoring system will be used for selecting the most suitable applicants. Each applicant should be scored against each question asked during the interview. Each applicant should be scored against the same criteria. Notes should be written immediately after each interview. Subjective opinions or feelings about applicants must not form part of the decision making process.
- 10.19 Following the interviews, unsuccessful applicants must be notified, ideally this should be by telephone but when this is not possible an email or letter should be sent. Applicants must be offered the opportunity for feedback. Any feedback is the responsibility of the Appointing Manager and must be handled sensitively.

11. Other selection methods

- 11.1 Any test undertaken by an applicant (before or after short listing) must be relevant to the Person Specification requirements and free of bias and must be used in conjunction with an interview.
- 11.2 Tests should only be used to demonstrate skills and abilities which cannot be better tested with interview questions. These may include word processing, telephone or manual skills.
- 11.3 Psychometric tests can be used to measure specific ability e.g. verbal reasoning, numerical reasoning or personality testing. Psychometric tests are often used to test a particular job or career area. For further information please contact HR & Corporate Services.
- 11.4 Other methods of selection such as Assessment Centres consist of various selection methods including, but not limited to psychometric testing, work samples, group exercises, in-tray exercises and case study analysis. These selection methods could involve team members or service users. Assessment centres, other than for frontline roles, where Livewell Southwest have produced a specific assessment centre, may be used for more senior or specialist posts in addition to a selection interview. Assessment centres must be approved by the HR team. For posts banded 8a or above an external assessment organisation may be used to assist with selection testing. For further information please contact the HR Team.
- 11.5 Short listed applicants who are to be tested at interview or at an assessment centre must be advised in the invite to interview email inviting them for interview, of the type of test(s) they will be asked to undertake and the duration.

12. Interview expenses

- 12.1 Interview expenses are not usually payable. In exceptional circumstances please contact HR & Corporate Services for advice.

13. Offers of employment

- 13.1 Offers of employment are conditional pending all employment checks being satisfactory.

14. Pre-employment checks

- 14.1 **Types of pre-employment checks:**
- Employment references
 - Health screening
 - Professional registration
 - Qualifications

- Identity and right to work in the UK
- Criminal convictions / DBS disclosures
- Registration Authority ID

14.2 References and Employment History

- 14.2.1 External applicants are requested to supply two referees, one of which must be the current or last line manager. Further references may be required.
- 14.2.2 Internal applicants – one reference will be sought from your current Line Manager.

14.3 Pre-employment health screening

- 14.3.1 Offers of employment for substantive, temporary, honorary and voluntary staff are subject to receiving a satisfactory health declaration. Applicants are required to declare any health issues that may have an impact on their ability to carry out the duties of the role; any reasonable adjustments that may be required will be considered.
- 14.3.2 Should an applicant state that they do have a health issue that may impact on their ability to conduct the duties of the role, and only after an offer of employment has been made, the Appointing Manager may request that the applicant undertake an Occupational Health & Wellbeing Assessment.
- 14.3.3 Further guidance on pre-employment health referrals can be found within the Occupational Health & Wellbeing section of the intranet.

14.4 Professional registration

- 14.4.1 Where an advertised role requires a professional registration with a licensing or regulatory body in the UK or another country, all applicants should have entered their registration details on their application form. All shortlisted applicants must provide documentary evidence of their registration at the interview stage.
- 14.4.2 It is the Recruitment Teams responsibility to ensure that copies of all registration documents have been made.
- 14.4.3 Prior to making any offer of employment, the Recruitment Team must check with the relevant body e.g. NMC, GMC, GDC, HcPC to determine that the registration is valid.
- 14.4.4 If a successful applicant does not have valid registration or there are conditions related to their registration, the Appointing Manager must be notified. Recruitment will be required to contact the applicant to enquire as to the circumstances surrounding their registration. If the

matter cannot be resolved the applicant must be notified that we are unable to offer them employment due to these concerns.

- 14.4.5 Copies of registration documents, for the appointed applicant(s), must be sent to the Recruitment Team with the necessary New Starter documentation. HR/Payroll will enter the registration details onto the Electronic Staff Record (ESR). Copies will then be held on the employee's central HR file.
- 14.4.6 Copies of registration documents for unsuccessful applicants should be shredded after the interview, unless you are not offering to an applicant due to a reason associated with their registration.
- 14.4.7 Further information regarding registration checking can be found in the Professional Registration policy.

14.5 Qualifications

- 14.5.1 All short listed applicants are required to provide original documentary evidence of the necessary qualifications, as stated on the Person Specification, at the interview stage.
- 14.5.2 It is the Recruitment Team's responsibility to check and take a photocopy of all original documents. Managers should advise candidates to present them to the Recruitment Team at the Admin Block.
- 14.5.3 If an applicant claims to have a qualification but subsequently is unable to present documentary evidence it is the applicant's responsibility that evidence is provided, to confirm their attendance on the course, course details and grade awarded. Failure to provide evidence may result in any offer of employment being withdrawn.
- 14.5.4 Copies of qualification documents will be made by the Recruitment Team. HR/Payroll will enter the registration details onto ESR. Copies will then be held on the employee's central HR file.
- 14.5.5 Copies of qualification documents for unsuccessful applicants should be shredded after the interview. However, if the reason for not pursuing the application is for a reason associated with the qualifications, then the documents must be sent to the Recruitment Team with the remaining recruitment documentation.

14.6 Checking identity and right to work in the UK

- 14.6.1 All applicants are asked to bring to the interview, evidence to confirm their identity and right to work in the UK. These requirements are two-fold:

- 14.6.2 Individuals must supply evidence to confirm their identity in order to comply with the NHS “Verification of identity employment check standard” (available to download at www.nhsemployers.org).
- 14.6.3 Under Section 8 of the Asylum & Immigration Act 1996 it is a criminal offence to employ a person aged 16 or over who is subject to immigration control. The individual is responsible for providing evidence of their right to work in the UK in accordance with current Home office guidance.
- 14.6.4 At the interview stage, a member of the Recruitment team must check all ‘identity’ and ‘right to work’ documents and completes the Livewell Southwest Pre-employment Checklist for each new starter. The Pre-employment checklist must be marked onto pink paper and returned to the Recruitment Team with all remaining new starter documentation.
- 14.6.5 Only applicants who can provide the necessary identification and right to work documentation (as highlighted in the “Identity” Employment Check Standards and “Right to Work” Employment Checks Standard) will be able to commence employment with Livewell Southwest. All applicants must provide original documentation.
- 14.6.6 Copies of identification and/or right to work documents for unsuccessful applicants should be shredded after the interview, unless the reason for not making an offer to the applicant is for a reason associated with these documents in which case the documents must be sent to the Recruitment Team with copies of the remaining recruitment documentation

14.7 Disclosure and Barring Service (DBS) Checks

- 14.7.1 If the role has access to or contact with children and/or vulnerable adults then a DBS disclosure must be obtained (the Recruitment Team hold a list of all jobs eligible for DBS checks). A DBS application form must be completed at the pre-employment meeting; these are then checked and counter signed by Recruitment Team after which they are submitted to the DBS for processing. The Recruitment Team is the gatekeeper of the information. A record of the DBS information outcome is held in ESR for Information Governance (IG) and data protection purposes.
- 14.7.2 Most posts within Livewell Southwest will require that a DBS check is obtained for successful applicants at either an enhanced or standard level. New employees who require a DBS check will not be able to commence employment without the satisfactory check of the DBS information outcome from the DBS website.

14.8 Registration Authority Checks

- 14.8.1 These checks are required for creation of an NHS Smart card which is used to access required systems. The checks are consistent with those required for right to work process. The NHS Smartcard contains a photographic ID; this will be taken at the pre-employment meeting by the ID checker.

15 Appointment

- 15.1 Upon commencement in post, the Appointing Manager will complete an electronic Appointment form on the staff intranet.
- 15.2 Without all fully complete documentation, as detailed above, HR/Payroll will not set the employee up on the ESR system and an employee will not be paid.

16. Contract of employment

- 16.1 Upon input of all personal and role information into the ESR system, the Recruitment team will send a Contract of Employment to the new employee's home address once all the relevant information has been supplied by the Appointing Manager.
- 16.2 All Contracts of Employment will be sent to the new employee within 28 days of the employee's start date.

17. Confidentiality and record keeping

- 17.1 At all times, managers and employees involved in any aspect of this procedure must comply with the requirements of Livewell Southwest's Data Protection, Confidentiality, Caldicott and Safe Haven Policy and Procedure v1 and the principles of good record keeping set out in Livewell Southwest's Clinical Record and Note Keeping Policy.

18. Returning, storing and destroying recruitment documentation/ storing records

- 18.1 All recruitment documentation, including short listing and interview notes are to be returned to the recruitment team and are kept for a period of six months.

19. **Subject Access Requests**

- 19.1 Guidance is provided in the Data Protection, Confidentiality, Caldicott and Safe Haven Policy and Procedure.

20. **Complaints**

- 20.1 If an applicant believes that this Policy has not been followed they should write to the Recruitment Manager who will arrange for their complaint to be investigated. Wherever possible they will be given a written reply to their complaint within two weeks of receipt of their letter. If the complainant is not satisfied with the outcome, they should write to the Head of HR. Existing employees should use the Grievance Procedure.

All policies are required to be electronically signed by the Lead Director. Proof of the e-signature is stored in the policies database.

The Lead Director approves this document and any attached appendices. For operational policies this will be the Locality Manager.

Title: Deputy Heads of HR

Date: 19th April 2016

Appendix A

Frequently Asked Questions

- Do I have to appoint the candidate with the highest interview score?
 - No, ordinarily it would be expected that the candidate with the highest interview score would be appointed. However the Panel may feel that based on the overall performance, assessment feedback, team 'fit' and the depth and quality of knowledge in a particular critical area the highest scorer is deemed not to be the most suitable candidate for the post.
 - Remember you do not have to appoint whatever the score.
 - Advice can be sought from HR & Corporate Services.

- What if there is more than one candidate who is appointable?
 - Managers can request that the Recruitment Team keep these candidates 'on file' for up to four months in line with the ATR process.
 - The Manager should check with the candidate that they agree to this.
 - This may occur if the appointed candidate declines or a similar vacancy arises, e.g. band/grade, hours.
 - This is at the Appointing Manager's discretion.

- Do I always have to advertise a vacant post on NHS Jobs?
 - No, certain posts need not be advertised.
 - The redeployment database needs to be considered for all posts in the first instance. Please contact HR & Corporate Services.
 - Once the redeployment database has been considered and you are able to proceed to fill the vacancy/hours. Managers would then need to offer the opportunity to all eligible members of the team, to include staff on annual leave, sickness and maternity/paternity/adoption leave. Wider locality areas could be considered if existing team members decline.
 - Expressions of interest should be prepared and distributed to eligible staff.
 - This should be an auditable process.

- How do I cover an absence, i.e. maternity leave, career break?
 - You can advertise for a temporary post through the normal processes.
 - However, in the advert you can state that the length of the contract will be 'until the return of the current post holder'.

- Do I have to advertise on NHS Jobs more than once?
 - No, see above and discuss with HR & Corporate Services.

- What happens if a candidate cannot attend an interview on the stipulated date, do I have to offer an alternative?
 - No, Managers are under no obligation to offer an alternative date. If you do arrange another date, you must ensure the same Interview Panel and questions are used.

- Do internal posts have to be advertised on NHS Jobs?
 - No, they can be advertised in the internal bulletin via the internal application

form/CVs. The application form is available from [here](#).

- Can I offer someone on a fixed term contract a comparable substantive post or another fixed term contract?
 - Yes, provided the internal process has been followed. This will include consideration of the redeployment database.
 - Advice should be sought from HR & Corporate Services.

- Do I need to have an approved ATR before any recruitment process can be started?
 - Yes.
 - An ATR is valid for four months from the date of approval at the Vacancy Review Panel.

- Can I advertise a post whilst the employee is still in post?
 - Yes, if an employee has resigned and the resignation has been accepted in writing.