

RECRUITMENT AND RETENTION POLICY

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VERSION NUMBER:	2	
KEY CHANGES FROM PREVIOUS VERSION	3 year review, various changes	
AUTHOR:	Head of Resourcing	
CONSULTATION GROUPS:	Policy Sub-Group Workforce Transformation Group Joint Partnership Committee	
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POLICY SUMMARY		
<p>The recruitment and retention policy sets out the framework for the Trust's approach to the recruitment and retention of its workforce, ensuring the process is fair and consistent across the organisation.</p> <p>It confirms the processes and tools in place to enable the recruitment and retention of the right staff in the right job to support quality driven patient services.</p> <p>The policy should be read in conjunction with the Recruitment and Retention Procedure.</p>		
The Trust monitors the implementation of and compliance with this policy in the following ways:		
<p>This policy will be subject to review as per the agreed review schedule of Trust HR policies and as agreed by the Trust's Partnership Committee.</p> <p>Compliance with this policy will be against the Trust's agreed minimum requirements /standards as detailed within its Auditable Standards and Monitoring Arrangements, as well as the use of internal reporting and recording within the Workforce Directorate</p>		
Services	Applicable	Comments
Trustwide	✓	

**The Director responsible for monitoring and reviewing this policy is
Executive Director of People and Culture**

ESSEX PARTNERSHIP UNIVERSITY NHS FOUNDATION TRUST

RECRUITMENT AND RETENTION POLICY

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SAMPLE ONLY

ESSEX PARTNERSHIP UNIVERSITY NHS FOUNDATION TRUST

RECRUITMENT AND RETENTION POLICY

Assurance Statement

This policy sets out the Trust's approach towards the recruitment and retention of its staff, ensuring the process is fair and consistent across the organisation. The aim of this policy is that no existing or potential employee receives less favourable treatment or is disadvantaged or discriminated against by conditions or requirements which cannot be shown to be justifiable.

It also aims to have in place the processes and tools to support the organisation in employing the right staff in the right job and retaining our workforce to support quality driven patient services.

1.0 INTRODUCTION

- 1.1 Essex Partnership NHS Foundation Trust recognises the importance of effective recruitment practices and has robust and transparent recruitment and selection procedures in place to ensure best practice is adhered to at all times.
- 1.2 This policy applies to all Trust employees, as well as those individuals who perform work on behalf of the Trust, in particular, managers with responsibility for recruiting and appointing staff.
- 1.3 The policy aims to bring together all related recruitment and retention related policies and procedures to enable recruiting managers to attract, recruit and retain staff with the relevant skills and qualities that contributes towards an effective health care service.
- 1.4 Our approach to recruitment is values based and is also linked to the Trust's competency framework to ensure consistency for the organisation in attraction and retention, it is not solely dependent on technical ability knowledge and experience, and this is reflected in our selection and assessment processes where equal weighting applies. Applicants must also be able to demonstrate the Trust's corporate values and behaviours. These values are in being:
 - Open
 - Compassionate
 - Empowering

In demonstrating these behaviours and values, supporting the achievement of its strategic priorities to:

- To continuously improve service user experience and outcomes through the delivery of high quality, safe and innovative services.
- To be a high performing health and care organisation and in the top 25% of community and mental health Foundation Trusts.

- To be a valued system leader focused on integrated solutions that are shaped by the communities we serve.
- 1.5 Essex Partnership NHS Foundation Trust follows the NHS Employment Checks Standards in relation to pre-employment checks that are carried out which support safer recruitment practices.
- 1.6 To assist employees who have responsibility for the recruitment of staff, the Trust has an E-Learning module and provides face to face training as part of the Management Development Program for recruitment and retention. It is mandatory that any staff with such responsibility complete the online module.
- 1.7 This policy and associated procedure incorporates the Trust's principles in complying with the DBS Code of Practice to deliver a suitable workforce for the Organisation's clients
- 1.8 The Organisation when using the DBS is obliged to comply with the Guidance notes for the Barring Decision Making Process and the DBS Code of Practice. Organisation signatories and those who countersign documentation must also comply
- 1.9 The DBS Code of practice requires the following:
 - 1.9.1 Treat all applicants fairly and without discrimination.
 - 1.9.2 Ensure that all applicants for eligible positions are notified in advance that criminal record information will be obtained.
 - 1.9.3 DBS check information must be used, retained and disposed of in the strictest confidence. The procedures of the General Data Protection Regulation (2016) are to be followed.
 - 1.9.4 Ensure that DBS information is only supplied for the purpose of a recruitment decision or continued employment with the organization.
 - 1.9.5 That anyone receiving DBS information must uphold the DBS Code of Practice in all aspects of the recruitment cycle.
- 1.10 The lead signatory for the Organisation is a Senior Representative of the Trac jobs team. Counter signatories are also employees of the Trac Jobs team who are responsible for the verification of the identity of applicants and the processing of DBS applications.
- 1.11 Further guidance and information is available from the HR Team on all aspects of the associated procedure.

2.0 DUTIES

2.1 The Trust Board

The Trust Board is responsible for complying with this policy and Trust recruitment procedures and ensuring that this policy is understood and complied with within their spheres of responsibility and take corrective action where identified as necessary.

2.2 **Managers**

Managers are responsible for ensuring that they are aware of and understand the Trust's Recruitment and Retention policy and procedure, and have received the appropriate training to ensure they are able to fully comply with it.

Managers must comply with the policy and procedure and fill vacancies within an acceptable timescale and as cost effective as possible, whilst having the responsibility for managing their budgets and complying with agreed establishment control measures. They must appoint candidates that meet the requirements of the job and who equally demonstrate the values and behaviours of the Trust.

Managers should understand and apply the principles of the Trust's Equality and Diversity policy and the Equality Act, and assess applications fairly based on those principles, whilst promoting a professional and positive image of the Trust as an employer of choice.

2.3 **Human Resources (HR)**

Human Resources are responsible for administering the recruitment process on behalf of the Trust, including all pre-employment checks as supported by NHS Employment Check Standards. Advice and support should also be provided to managers to ensure compliance with the policy and procedure is met, including the provision of training and support.

HR should also take responsibility for advising managers on effective vacancy management and strategies aimed at improving the Trust vacancy rate and cost, whilst supporting the attraction of the 'right' calibre of applicant through the development of innovative recruitment strategies.

HR will also have the responsibility for the safe handling and secure storage of personal details as part of the recruitment process.

The HR Department is responsible for advising managers on the range of positions for which Standard and or Enhanced Checks are required. The Department is also responsible for promoting equality, diversity and inclusion within the recruitment process.

2.4 **Recognised Trade Unions**

Accredited Trade Union Representatives are responsible for being aware of the Recruitment and Retention policy and procedure and supporting and advising their members. They should offer and provide representation to their members as required.

2.5 **Job Applicants**

Job applicants are responsible for co-operating fully with the requirements of the Recruitment and Retention policy and procedure as it relates to their job

application. They should ensure that all information provided as part of the recruitment and selection process is truthful and factually accurate.

Job applicants should also ensure that they comply with all pre and post-employment checks requests in a timely manner, whilst ensuring the Trust is made aware of any concerns regarding any aspects of the recruitment process to ensure these can be addressed in a timely manner.

Any adjustments that may need to be made as part of the recruitment process to accommodate a disability should be identified by the job applicant and communicated to the HR team.

3.0 DEFINITIONS

For the purposes of applying the provisions contained in this document a glossary of terms that are used within the policy are as follows:

Continuous Service	Continuous Service refers to working continuously for the NHS without a break, or with short breaks that don't interrupt continuity of employment
Reckonable Service	Reckonable Service is the service that is used to calculate an individual's entitlement in respect of salary, annual leave, sickness, maternity and redundancy payments.
Probation	Probation is the process of testing or observing the character or abilities of a person who is new to a role or job.
Fit and Proper Person Test	The 'Fit and Proper Persons' test is concerned with ensuring that the Trust is not managed or controlled by individuals who present a risk to the Trust
Universal Job Match	A website service to help job seekers find listings of jobs. All job vacancies that the Trust has must be advertised on this website service before any individual can be sponsored to work for the Trust outside the UK.
Secondment	The temporary transfer of an employee to another position or employment inside or outside of the Trust.
'Acting Up'	The temporary transfer of an employee to a higher role for a short period of time.
BAME	This abbreviation stands for the Black, Asian and Minority Ethnic staffing group.

4.0 PRINCIPLES

- 4.1 The Recruitment and Retention Procedure will be used in order to guide managers in the process and tools they should use to recruit and retain the right staff for the right job.
- 4.2 The Trust will adhere to the appropriate legislation and other frameworks such as Agenda for Change and the Employment Check Standards when reviewing and implementing this Procedure.

- 4.3 The Trust seeks to promote fair, reasonable and consistent recruitment practices across the organisation and ensure there is equality of opportunity for existing and prospective staff.
- 4.4 Trust recruitment practices will be robust and consistent with safe employment practices as per mandated checks.
- 4.5 Celebrities appointed by the Trust will be subject to all the recruitment checks outlined in this policy.
- 4.6 Executive Directors and Directors appointed by the Trust will be subject to all the pre-employment checks outlined in the procedure and those included in the Fit and Proper Persons Test.
- 4.7 Any staff recommending the appointment of an applicant with whom they have a close relationship with should withdraw from the recruitment process to ensure impartiality and independent decision making of the panel.

5.0 MONITORING OF IMPLEMENTATION AND COMPLIANCE

- 5.1 The Policy and Procedure has been developed in line with NHS Employers Employment Check Standards and current employment legislation.
- 5.2 All recruitment activity is monitored via reporting to Human Resources Management Team meeting, Corporate Governance Senior Management Meeting and Operational Services management meetings. Additionally internal and external audits are conducted as and when required.

6.0 POLICY REFERENCES / ASSOCIATED DOCUMENTATION

- Employment Rights Act, 1996
- Health and Social Care Act, 2008
- NHS Employment Check Standards
- Protection of Freedoms Act, 2012
- Police Act, 1997
- DBS Code of Practice, 2015
- Immigration, Asylum and Nationality Act, 2006
- Equality Act, 2010
- General Data Protection Regulation (2016)
- NHS Code of Practice on Records Management 2009

7.0 REFERENCE TO OTHER TRUST POLICIES/PROCEDURES

The following Trust policies and procedures should be linked and used as necessary and can be found on the Trust's InPut:

- Equality, Diversity and Human Rights at Work Policy and Procedure
- Deployment of Temporary Workers
- Procedure in Recruitment and Retention
- Induction policy

- Organisational Change
- Professional Registration Policy
- Sickness Absence
- Training and Study Leave
- Supervision and Appraisal
- Record Management Policy
- Student Placements/Work Placement
- Grievance Policy
- Conduct and Capability Procedures
- Workforce Wellbeing and Stress Management
- Responding to External Visits

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