



London Ambulance Service **NHS**  
NHS Trust

**Recruitment and Selection Policy and Procedure**

## **DOCUMENT PROFILE and CONTROL.**

**Purpose of the document:** To outline the Policy and Procedure regarding the recruitment and selection of staff.

**Sponsor Department:** Human Resource and Organisation Development.

**Author/Reviewer:** Senior HR Manager. To be reviewed by November 2018.

**Document Status:** Final

<b>Amendment History</b>			
Date	*Version	Author/Contributor	Amendment Details
24/11/15	5.2	IG Manager	Document Profile and Control update
11/11/15	5.1	Senior HR Manager	Minor change to 32.2
20/10/15	4.4	Senior HR Manager	Includes HR comments 31.2, 31.3 & 34.1.
12/10/15	4.3	Senior HR Manager	Amendments suggested by Senior HR Manager (Recruitment) to: 7.8; 28.7; 29.2: 31.4 and appendix 2.
24/7/15	4.2	Senior HR Manager	Minor updates throughout including amendments following KPMG Audit (July 2014).
28/05/13	4.1	IG Manager	Document Profile and Control update
23/05/13	3.5	Senior HR Manager (South)	Amendment to paragraphs 38 -38.3
03/09/12	3.4	IG Manager	Document Profile & Control update.
24/07/12	3.3	Deputy Director of HR	Monitoring section updated and other minor changes.
25//05/12	3.2	IG Manager	Doc Profile & Control & formatting changes.
24/05/12	3.1	Senior HR Manager (South)	Minor amendments to section 25.3 to bring in line with NHS standard guidance.
27/09/11	2.4	Deputy Director of HR	Amendments to sections 4.5 and 4.6 and the monitoring section
23/09/10	2.3	Governance and Compliance Manager	Reformat only
06/08/10	2.2	Deputy Director of HR	Added 4.5, 4.6; updated 5.1; expanded 25.2, 34, 35, added 40.5; revised references in monitoring section
15/06/10	2.1	Governance and Compliance Manager	Amended S. 4, 24, revised numbering and order of sections; 34.
08/04/10	1.3	Deputy Director of HR, Head of Governance	Amended 12.1, monitoring
23/12/09	1.2	Senior HR Manager	reformatted
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**\*Version Control Note:** All documents in development are indicated by minor versions i.e. 0.1; 0.2 etc. The first version of a document to be approved for release is given major version 1.0. Upon review the first version of a revised document is given the designation 1.1, the second 1.2 etc. until the revised version is approved, whereupon it becomes version 2.0. The system continues in numerical order each time a document is reviewed and approved.

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<b>Links to Related documents or references providing additional information</b>		
<b>Ref. No.</b>	<b>Title</b>	<b>Version</b>
<b>HR002</b>	Policy on the secure storage, handling, use, retention and disposal of Disclosure and Barring Service Certificates	
<b>HR006</b>	Policy and Procedure on Employment History and Reference Checks	
<b>HR027</b>	Policy on the Registration of Professional Clinical Staff	
	NHS Employment Check Standards:	
	• Identity	
	• Right to Work	
	• Professional Registration and Qualification	
	• Employment History and References	
	• Criminal Record and Barring	

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## 1. Introduction

1.1 The Recruitment and Selection Policy sets out the expectation that external recruitment to the Trust, as well as job applications made by Trust staff is managed in an equitable way and based on an objective assessment of the candidates against the requirements of the job.

## 2. Scope

2.1 The Policy applies to all applicants to the Trust and to all employees.

## 3. Objective

3.1 To ensure that recruitment to the Trust and job applications within the Trust are managed in a fair and objective manner.

## 4. Responsibilities

4.1 The recruiting manager/chair of panel (usually the line-manager) is responsible for the effective application of this Policy.

4.2 Representatives of the Human Resources (HR) department will manage/support some of the recruitment processes and advise recruiting managers, as necessary, in ensuring proper application of the Policy.

4.3 The Recruitment Department will generally be responsible for the administration of the recruitment process.

4.4 The Recruitment Manager will be responsible for the audit of adherence to the Policy.

4.5 The Senior HR Manager - Recruitment will be responsible for reviewing the audit reports and submitting it to the Workforce Committee.

4.6 The Director of Transformation, Strategy and Workforce is responsible for noting the reports and making recommendations and will escalate any issues via the Executive Management Team (EMT) as necessary.

## 5. Legal and best practice considerations

5.1 This Policy takes account of the NHS Employment Check Standards. These should be referenced at any stage should further clarification be required. The Standards may be accessed at the NHS Employers website: <http://www.nhsemployers.org/your-workforce/recruit/employment-checks/nhs-employment-check-standards> and cover the following topics:

- Identity
- Right to Work
- Professional Registration and Qualification
- Employment History and References

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- Criminal Record and Barring

## **6. Equality and diversity**

6.1 The LAS benefits from the diversity of its staff and aims to develop a workforce that is both reflective of and knowledgeable about, the communities that it serves. At recruitment and throughout employment individuals will be treated fairly regardless of ethnicity, disability, age, gender or gender re-assignment, religion or belief, sexual orientation, pregnancy or maternity, marriage or civil partnership.

6.2 The Trust will apply the relevant positive action measures as appropriate.

## **7. Prior to advertising - Exit interviews**

7.1 Online and one-to-one exit interviews should take place for all members of staff leaving the Service. Information gained from these interviews may inform the decision on any amendments that need to be made to the job description or person specification prior to recruiting a replacement for the departing member of staff.

## **7.2 Job Description and Person Specification**

7.3 Both a job description and person specification will be prepared for any new role. A job description sets out the key tasks required in the role, and a person specification details the knowledge, qualifications, skills, attitudes and experience required to carry out the role (see Section 9).

7.4 HR advice may be sought in developing a job description and/or person specification as well as how each criterion may be assessed within the recruitment and selection process. The person specification must be related to the job/role and should be aimed at assessing the knowledge, qualifications, skills, attitudes and experience that a candidate is expected to have on appointment rather than those which will be developed afterwards. All criteria on the person specification must be job related and justifiable. An equality and diversity criterion will be mandatory for all LAS jobs

7.5 The relevant line manager will review the job description and person specification prior to recruitment in order to ensure that it remains fit for purpose. If changes are made to the job description and/or person specification then these should be notified to others if they are carrying out the same role.

7.6 Every job must be subject to evaluation under the NHS job evaluation scheme. Any job that has not been evaluated or has been amended must be evaluated before it is advertised. Evaluated job descriptions and person specifications are stored in 'job description library' which is held on the Trust's shared 'x drive'. Managers should ensure, in liaison with HR, that up-to-date documentation is maintained at this location and that out-of-date job descriptions and person specifications are removed and archived as necessary.

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## 7.7 Establishing a post/Authorisation to recruit

7.8 Any new post that has not previously established needs to undergo the establishment control process and additionally requires the necessary authorisation to recruit. The line manager must complete the Establishment Control and Authority to Recruit combined form (LA220) which is available at: <http://thepulse/forms/12880943625440.html>

7.9 If a new post is created to replace a previous post that is being disestablished then the obsolete post needs to be deleted via the above online form.

## 7.10 Recruitment Department checks

7.11 The Recruitment Team will ensure that the establishment control procedures and permission to recruit have been agreed, and will not advertise unless satisfied that this is the case.

7.12 See also **Section 11 (Redeployment)** and **Section 12** (Other matters to consider prior to advertising).

## 8. Recruitment Panel

8.1 All Recruitment Panels must have at least two members. One of the members will act as the Chair and will be responsible for ensuring that the Recruitment and Selection Policy and Procedure have been complied with, including being aware of any strategic or other recruitment objectives or targets. Preferably all members of the Recruitment Panel will have received appropriate training in recruitment and selection, including relevant elements of equality, diversity and employment legislation; in circumstances where this is not possible the Chair must have received this training. It is not a requirement that HR should be represented on all Recruitment Panels.

8.2 Recruitment panels should, as far as is reasonable, be mixed in regards to gender, ethnicity etc.

## 9. Scoring criteria

### 9.1 Marking of individual criteria

9.2 If a scoring system is to be used then it must be agreed by the Recruitment Panel beforehand, and be used consistently for all candidates being assessed during that recruitment episode. The person specification can be marked as a pass or fail, or marked under an agreed system.

### 9.3 Weighting

9.4 Certain selection criteria may be given added weight in any scoring to reflect organisational or role priorities.

## 10. Testing criteria at different stages of the recruitment process

10.1 It is good practice to inform candidates about how the various criteria will be tested at each stage of the recruitment process, and what, if any, priorities or weighting exists among them

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## **11. Redeployment**

- 11.1 The Recruitment Department will check all vacancies against staff who have been displaced through reorganisation or capability. If there is a match then the individual will be invited to assessment / interview for the position. This will happen before any post is placed for advert.
- 11.2 If separately, any redeployee applies for an advertised position then he or she will be considered in advance of all other candidates.

## **12. Other matters to consider prior to advertising**

- 12.1 Consideration will be given to whether the job can be done on a flexible basis including job share, part-time or flexible hours. A careful check needs to be carried out to ensure that there are no unjustified or potentially discriminatory requirements in the job description, person specification or advertisement (related, for example, to length of service, experience or geographical mobility) – any unjustified requirement must be removed prior to a job being advertised.

## **13. Advertising**

- 13.1 Job adverts should clearly identify relevant knowledge, qualifications, skills, attitudes and experience required for the job and reflect the person specification. Particular care should be taken to ensure that non-discriminatory language is used in adverts. The Recruitment Department can offer advice in the drafting of adverts.
- 13.2 All vacancies for jobs or other opportunities, such as secondments, within the Trust will be advertised. Normally all vacancies/opportunities will be advertised both internally and externally via NHS Jobs. However, Recruitment Department advice may be sought in such cases where it may be appropriate to advertise internally only via NHS Jobs, e.g. for short-term appointments, where the cost of advertising would be unreasonable or when the workforce is being contracted. The Recruitment Department will also utilise the NHS talent pool when attempting to fill suitable vacancies.
- 13.3 All vacancies will be advertised in the Routine Information Bulletin (RIB).
- 13.4 A statement on the Trust's commitment to diversity and the disability 'two ticks' symbol will be included on all external adverts (see paragraph 31).
- 13.5 As far as possible, external advertising should be closely aimed at the specific group being targeted for the position. This could mean, for example, targeting professional journals for specialist roles, or particular local or community media in order to attract people from under-represented groups, such as Black, Asian and Minority Ethnic (BAME) groups. Workforce data provided by the Workforce Planning and Information Manager should be analysed in order to determine what groups, if any, should be targeted. These should be in line with any current strategic recruitment objectives. Careful consideration should be given before advertising roles in generic or mainstream media, as this may generate a large number of enquiries from

unsuitable candidates, or proportionately larger numbers from outside the target groups.

- 13.6 Advice may be sought, via the Recruitment Department, from the Trust's contracted advertising agencies regarding how best to communicate with target groups. This may involve different forms of advertising for different groups.
- 13.7 Where possible, the impact of advertising should be tracked, monitored and evaluated. Candidates should be asked how they became aware of the role/opportunity using a list of options. Particular advertisements can be given a unique telephone number, reference number or person to ask for, that will indicate where the enquiry originated. This tracking can be done during an initial enquiry over the telephone, on the application form itself, or as part of on-line recruitment processes.

#### **14. Initial filter/mandatory criteria**

- 14.1 Some roles will have certain mandatory criteria (e.g. must hold current driving licence or other qualification). Such mandatory criteria should be highlighted in job advertisements in order to save wasted time and effort for both potential candidates and recruitment staff. Such criteria may be screened, for example through a telephone interview or an e-recruitment website filter. Separately, and prior to full shortlisting, an initial review of candidates' meeting of mandatory criteria may be carried out.

#### **15. Outreach recruitment activity**

- 15.1 Outreach employment activity may be utilised to encourage applications from groups who are under-represented in sections of the workforce – this may include providing face-to-face information about job vacancies as well as about the selection process itself.

#### **16. Short-listing**

- 16.1 Prior to short-listing, candidates' personal details will be removed from the application form by the Recruitment Department and applications will be monitored via a reference number.
- 16.2 Job descriptions and person specifications will be provided to the members of the shortlisting panel together with a shortlisting pro-forma devised for each specific post. Numbered application forms will then be issued to the shortlisting panel with a date of completion agreed.
- 16.3 Short-listing will be carried out by assessing candidates' applications against the person specification. Only those on the short-list will progress to the next stage of the process.
- 16.4 Completed short-listing forms should clearly identify the criteria being assessed and whether or not the candidate has met the criteria set out in the person specification. Recruitment Panel members carry out shortlisting individually. Any comments on the reasoning behind decisions must be



clearly recorded on the shortlisting form. Decisions on which applicants should proceed to the next stage should be jointly arrived at by the Recruitment Panel. The short-listing process and documentation used must be clear and transparent should it need to be scrutinised.

16.5 All short-listing forms must be returned to the Recruitment Department.

## **17. Interviews and other assessments**

17.1 Recruitment Panels will interview candidates in order to ask questions designed to test their knowledge, skills, attitudes and experience, and to clarify or assess evidence presented on their application form.

17.2 Interviews will usually be conducted by the Recruitment Panel convened to assess the other stages of selection and will always be more than one person. The areas for questioning must be established prior to the interview and must be based on the person specification. Each candidate must be interviewed using the same set of base questions. Where supplementary questions are asked they must be recorded during the interview to ensure fairness throughout the process.

17.3 Reasons for selection and rejection will be recorded and made available to candidates if requested.

17.4 All candidates should be advised of the outcome of their interview in writing, regardless of whether they are also advised verbally by the interviewers.

17.5 If a candidate is deemed suitable for appointment but a stronger candidate is appointed to the vacancy, then he or she can be placed on a reserve list in case a similar vacancy becomes available. The list will be kept for 12 months as will other documentation relating to unsuccessful candidates.

17.6 All interview notes together with all other recruitment documentation must be returned to the Recruitment Department (either in hard copy or scanned and emailed) and will be maintained in line with TP/030 Records Management Retention and Disposal Procedure.

## **18. Assessments**

18.1 It is good practice to use other assessment methods alongside interviews. Any assessments used should reflect the nature and level of the vacant post.

18.2 Assessments should be monitored and reviewed on a regular basis. Advice may be sought from the Recruitment Department on the use of assessments.

## **19. Assessment Centres**

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19.1 An assessment centre is a useful means of carrying out a series of assessments at the same place on the same day, enabling a range of criteria to be assessed using a variety of different methods. This variety also gives candidates different opportunities to play to their area of strength.

19.2 Typically, an assessment centre might involve:

- group exercises;
- presentations;
- in-tray exercises;
- report writing;
- one-to-one exercises;
- psychometric tests;
- role-play interviews.

## **20. Psychometric Tests**

20.1 Psychometric testing can be used to assess personality type, mental ability, English or numerical reasoning skills etc. Often these tests are required to be administered by a qualified and certified practitioner only. HR advice must be sought before considering the use of these types of assessment. Guidance on the use of Psychometric Tests is included at Appendix 1 of this document.

## **21. Post-interview**

21.1 All written offers of employment, including the preparation of employment contracts, will be completed by the Recruitment Department.

## **22. Employment Checks**

22.1 The Trust carries out employment checks in accordance with the NHS Employment Check Standards and the Trust's Policies. Sections 23 to 30 of this Policy outline the checks that take place.

22.2 Individuals that fail to satisfy the checking arrangements will not be appointed and will be notified in writing of their non-appointment. If for any reason information relating to these checks is not provided by an organisation or individual, for example, if a nominated referee does not respond, the applicant will be given the opportunity to provide alternative referee or information source if it is practicable to do so.

## **23. Identity**

23.1 It is essential that all candidates are able to prove their identity satisfactorily to the Recruitment Panel (or other LAS representative) at every stage of assessment, including Occupational Health (OH) checks, to avoid impersonation. Candidates must be informed what identification documents will be acceptable, e.g. passport, birth certificate, driving licence, etc. Candidates should not be assessed at any stage where their identity is in

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doubt. All such checks must be carried out in line with the NHS Employment Check Standards on Identity.

## **24. Right to work**

- 24.1 It is the Recruiting Manager's responsibility, in liaison with the Recruitment Manager, to ensure that every person appointed in a specific round of recruitment and regardless of their nationality, is eligible to work in the UK. Checks should be carried out in line with the NHS Employment Check Standards on Right to Work.
- 24.2 Candidates who do not produce the relevant documentation must not be offered employment, unless and until the requirements are met. Any omissions/concerns will be notified to the Recruitment Team via the Interview Checklist for their follow-up action.

## **25. Professional Registration**

- 25.1 Professional Registration for clinical staff will be checked in accordance with NHS Employment Check Standards on Professional Registration and Qualification which is supplemented by the Trust's Policy on Professional Clinical Registration (HR027).

## **26. Qualifications**

- 26.1 Qualifications relevant to the position applied should be verified at the interview stage, or earlier in the process if appropriate and a document check will be carried out at reference stage in line with the NHS Employment Check Standards on Employment History and References.

## **27. Employment History and Reference Checks**

- 27.1 References will be sought after interview, or at short-listing in some circumstances. The reference request will follow a set format with structured, relevant questions and will include questions on the applicant's attendance record. The job description and person specification will be provided with the reference request. References will be carried out in line with the NHS Employment Check Standards on Employment History and References which is supplemented by the Trust's Policy on Employment History and Reference Checks Policy (HR006) <http://thepulse/managing/1256641411348.html>
- 27.2 A final offer of employment will not be confirmed until satisfactory references have been received.
- 27.3 All documentation used in the recruitment process will be returned to the Recruitment Department and maintained in line the with the Trust's document control and retention rules.

## **28. Criminal records**

- 28.1 Some posts within the LAS are exempt from certain aspects of the Rehabilitation of Offenders Act 1974, and requires all criminal cautions and convictions to be disclosed at the application stage, including those that are

spent. Checks will be carried out in line with the NHS Employment Check Standards on Criminal Record and Barring.

- 28.2 Applicants (including temporary and voluntary for all posts with regular patient contact, e.g., Patient Transport Service Ambulance Personnel, Control Services Staff, Emergency Ambulance Crew, Paramedic and Senior and Advanced Paramedics will be required to undergo a DBS check. The DBS checks will be made on both successful candidates from outside of the Service as well as those appointed from positions within the Trust. The application will be made and paid for by the Trust. Details of the process can be found at <https://www.gov.uk/disclosure-barring-service-check/overview>.
- 28.3 Information on how the organisation will handle such requests for disclosure is included in the Disclosure and Barring Service (DBS) Code of Practice: <https://www.gov.uk/government/publications/dbs-code-of-practice>
- 28.4 A sample check of the personal files for new joiners will be conducted by the Recruitment Manager in October and April each year, the results of which will be reported to the Director of Transformation, Strategy and Workforce.
- 28.5 When making the decision to progress with an application, a number of factors will be taken into account including; the date of any offence/caution in relation to the date of application; the age of the applicant at the time of the event; the nature of the offence.
- 28.6 Any information regarding a criminal record that is provided by a candidate in advance of a DBS check or via the check itself will be determined case-by-case basis on its merits. The decision will usually be made by the Recruitment Manager. In more complex cases the Recruitment Manager will consult the Senior HR Manager - Recruitment.
- 28.7 DBS checks for bank staff are also carried out via the Recruitment Department. Recruitment will also assist the relevant managers to carry out the DBS checks for volunteers who wish to work as Community First Responders with the Service.

## 29. Driving Issues

- 29.1 There should only be a requirement for post-holders to hold a driving licence where there is a requirement to drive on duty regularly, and this forms a substantial part of their role, and there is no other reasonable method of carrying out their role. In these cases, the candidate must hold a valid UK driving licence with the relevant vehicle categories (e.g. category C1 to be able to drive an ambulance); or certain foreign driving licences which are acceptable within specified time limits in accordance with DVLA, and which authorise the holder to drive the same category of vehicle as the required UK driving licence.
- 29.2 Candidates who have passed all other selection criteria may be made a conditional offer of employment, provided they obtain the C1 driving licence in a reasonable amount of time (12 weeks). If they are unable to obtain the licence, then the offer will be withdrawn.

29.3 Candidates who are required to hold a driving licence may have no more than 3 penalty points on their licence at the point of recruitment. This criterion is intended to avoid the situation of recruiting and training someone who maybe at risk of being disqualified from driving. Any questions regarding driving licences should be directed to DVLA.

29.4 Where driving licences are an essential requirement, a copy will be requested at the time of application. If not submitted, it will be requested at interview. In any event, the driving licence will always be examined by the Driving Instructor at the time of the driving assessment and the Driving Assessment Report and Driving Licence Details pro-forma will be completed and placed on the personal file which will include the results of a check of the on-line DVLA database.

29.5 Any candidate or member of staff who is, or becomes, disabled such that their suitability for driving is in doubt will be referred to Occupational Health.

### **30. Work Health Assessment**

30.1 Many roles in the LAS may require particular physical activity which forms an essential and regular part of the job, e.g. lifting and carrying patients for Paramedics. Advice from HR and OH must be sought prior to devising any assessment of physical ability.

30.2 Any requirement for medical or health related checks must be referred to OH. Medical confidentiality issues must be respected, particularly regarding any documentation passing between candidates and the recruitment staff.

### **31. Disability, Access and Reasonable Adjustments**

31.1 Any recruitment exercise - including assessment centres and interviews should be as accessible as is reasonably possible to the widest range of potential candidates. Any candidate who indicates on their application form that he or she is disabled must be asked if they require any reasonable adjustments to be made during their selection process. The adjustments might be, for example, large print documents, audio tapes, etc.

31.2 The LAS is positive about disability and subscribes to the five commitments under the "Disability Symbol" (also known as the "Two Ticks Scheme"). One of the commitments under the scheme is; '*To interview all applicants with a disability who meet the minimum criteria for a job vacancy and to consider them on abilities.*' The 'minimum criteria', in terms of LAS roles, is defined as being the 'essential criteria' for the job.

31.3 This means that any person who identifies themselves as being disabled and who has passed the initial screening process (including assessment) will be called for an interview.'

31.4 Staff in HR/Recruitment Department, Occupational Health or the Diversity Manager may be contacted for advice about any issues relating to disability.

## 32. Agency Staff

- 32.1 It may be that from time-to-time it will be necessary to cover vacancies on a temporary basis via a supplier agency. In line with the aims of the NHS nationally, this practice should be kept to a minimum.
- 32.2 Agencies may be employed on occasion to recruit to very high level, hard-to-fill, short term/short notice and / or specialist positions. The agreement of the Director of Transformation, Strategy and Workforce must be sought in advance of any such recruitment. Where such agreement is given then this should be recorded on the Recruitment file.

## 33. Age

- 33.1 The Trust applies 'objective justification' for having minimum age requirements in the case of staff in the control room and has driving licence requirements that have a similar impact concerning age for those on operational duties. The objective justification in both cases is detailed at appendix 2 of this policy.
- 33.2 Age must not be used as a proxy for knowledge, skills or experience. Candidates must be assessed for suitability using job-related and justifiable criteria regardless of age.

## 34. Positive Action

- 34.1 Positive action is a range of lawful actions which seek to address an imbalance in employment opportunities among targeted groups which have previously experienced disadvantage, or which have been subject to discriminatory policies and practices, or which are under-represented in the workforce'
- 34.2 The LAS will use management information to determine whether it is appropriate to carry out any positive action initiatives. These initiatives can be advertising targeted at specific under-represented groups, specific training aimed at bringing candidates from the under-represented groups up to the same level as others or employing one equally qualified candidate over another in a 'tie-break' situation; further information is available at: <http://www.equalityhumanrights.com/your-rights/employment/applying-job/positive-action-and-recruitment>

## 35. Feedback

- 35.1 All internal staff who have undergone a recruitment exercise may request feedback. The purpose of feedback is to advise the candidate, in broad terms, on the relative strengths and weaknesses of their application.

### **36. Request for recruitment decision to be reviewed**

- 36.1 Candidates requesting a recruitment decision be reviewed should do so by writing to the Recruitment Manager within 28 days, setting out the reasons why they believe that they have been treated unfairly.
- 36.2 For external candidates, the Recruitment Manager will review the available information and make a decision and this decision will be communicated to the candidate. This decision will be final.
- 36.3 For internal candidates - if, further to employees receiving feedback either by the panel or recruitment manager and they remain dissatisfied by the response, then they may request a further review by the next level of management. No further review/appeal is allowed under this or any other LAS policy.

### **37. Targets**

- 37.1 From time-to-time the LAS may set demographic recruitment targets in order to achieve strategic objectives. This will usually be in order for the Trust to be as reflective as possible of the population served.
- 37.2 The manager responsible for commissioning recruitment or selection for any vacancy or other opportunity must ensure they are aware of any strategic objectives or targets that may be in place, and that any actions necessary to achieve the targets, such as positive action, have been considered.

### **38. Monitoring**

- 38.1 Effective workforce planning requires accurate and timely use of management information generated through the Recruitment and Selection Procedure. There is a legal requirement for the LAS to collect and publish certain aspects of this data annually.
- 38.2 Monitoring will be carried out in line with categories on NHS jobs.
- 38.3 Data must be collected and be capable of analysis for each separate stage of the process, including each element of any assessment.
- 38.4 Adherence to the Recruitment and Selection Policy, in particular the employment checks, will be subjected to regular audit. In April and October each year the Recruitment Manager will circulate to HR Managers a list of randomly selected new appointees (internal and external). The personal file for each person will be checked and the results reported back to the Recruitment Manager using the relevant pro-forma, together with a plan detailing any remedial action required/taken. At the end of May and November each year, the Recruitment Manager will submit a report to the Senior HR Manager - Recruitment detailing the results of the audit and any

recommendations. It is expected that the Recruitment Manager will also be able to report that all remedial action has been completed.

- 38.5 The Senior HR Manager - Recruitment will review the report and submit it to the Workforce Committee.

### **39. Waiting List of Candidates**

39.1 The Recruitment Panel will make a final decision to select the candidate or candidate(s) who have successfully passed all stages of the selection process. A decision will be made in conjunction with the Recruitment Manager as to when to notify the candidate(s) and, if relevant, to make an offer of employment. In the case of candidates who will be starting employment with the LAS for the first time, all issues concerning contractual arrangements will be dealt with by the Recruitment Department, including start dates.

39.2 Where the number of recruits exceeds the number of places available for any particular start date (due for example to the number of places available on a training course), a waiting list will be maintained which will feed into the vacancies as they become available.

### **40. Process Development and Impact Assessment**

40.1 On-going review will take place of the recruitment processes and practices. This will include spot checks carried out by the Recruitment Manager.

40.2 An annual review of the application of the Recruitment and Selection Procedure will be undertaken by the Recruitment Manager, assisted by other LAS managers and staff as required. The review will use data from the recruitment database/ESR as well as feedback from users (Recruitment Department, HR, other managers and staff, candidates etc.) to determine how successful the procedure has been in achieving strategic objectives and targets, and efficiency of operation. Recommendations from the review will be submitted to the Director of Transformation, Strategy and Workforce to determine whether they should be accepted or rejected, or whether wider consultation is required.



<b>IMPLEMENTATION PLAN</b>				
<b>Intended Audience</b>	For all LAS staff			
<b>Dissemination</b>	Available to all staff on the PULSE			
<b>Communications</b>	Revised policy/procedure to be announced in the RIB and link provided to the document			
<b>Training</b>	N/A			
<b>Monitoring:</b>				
<b>Aspect to be monitored</b>	<b>Frequency of monitoring AND Tool used</b>	<b>Individual/ team responsible for carrying out monitoring AND Committee/ group where results are reported</b>	<b>Committee/ group responsible for monitoring outcomes/ recommendations</b>	<b>How learning will take place</b>
Departmental effectiveness	Recruitment Audit – six monthly	Audit report goes to Senior HR Manager - Recruitment who reports findings via the Workforce Committee.	Workforce Committee	Sharing of report by Senior HR Manager - Recruitment
	Annual review by recruitment manager.	Recruitment Manager's report is submitted to the Senior HR Manager - Recruitment who reports findings via the Workforce Committee.	Workforce Committee	Sharing of report by Senior HR Manager - Recruitment

## **Guidance on the use of Psychometric Tests within the London Ambulance Service NHS Trust**

### **1. Introduction**

The LAS uses psychometric tests to enhance the quality and quantity of information available for selection, development and training decisions and is committed to the highest standards of practice in the use of all psychometric tests in order to maximise the benefits to testing to the organisation and the individual and to promote fairness and equality of opportunity for all.

This guidance applies to any psychometric test that can be systematically administered scored, and used to measure individual differences in personality, aptitude or ability within the LAS.

### **2. Responsibility for testing standards**

Each trained test user must ensure that he/she uses the tests to the highest professional standards.

The Director of Transformation, Strategy and Workforce is ultimately responsible for ensuring that all tests used within the LAS are in accordance with the guidance. This responsibility has been delegated on a day to day basis to the Recruitment Manager. Any procedure that involves the use of psychometric testing within the LAS must therefore be referred to the Senior HR Manager - Recruitment who will ensure that it is appropriate and within the guidance.

### **3. Who should use tests?**

Only trained test users holding the relevant qualifications may use and interpret psychometric instruments. Trained test users may delegate test administration to a person appropriately trained in this area. A list of trained users is maintained by the Recruitment Manager.

### **4. Test choice**

All psychometric tests used must be clearly relevant to the purpose for which they are being used. Detailed job descriptions and person specifications based on objective job analysis must be prepared prior to the choice of tests for any selection or promotion procedures. All decisions to use tests should be clearly documented with a copy sent to Recruitment Manager.

### **5. Equal Opportunities**

The LAS is committed to selection on merit and selection methods must be clearly relevant to job demands and free from extraneous bias. All assessments for selection and promotion must be monitored to ensure they do not unfairly exclude or disadvantage any section of the population.

Wherever a disability prevents a suitably qualified individual from undergoing standard selection procedures, appropriate alternative arrangements for assessment must be found.

## **6. Use of test scores**

Test scores must be interpreted on the basis of relevant comparison groups. Fixed cut-offs may only be imposed where specific evidence of test relevance is available (e.g. job analysis).

The interpretation of test scores must be in accordance with the test providers' formula, which may be amended from time to time, on the basis of ongoing validation of results.

## **7. Confidentiality and storage of results**

Test results, like all personal information must be stored with due regard to confidentiality. Access to this information will be strictly limited to those with a need to know e.g. in a selection context only those directly involved in the selection decision will have access to test results. This will be clearly communicated to the respondent during test administration and feedback. Test results should be kept by test users in locked files and any written interpretation of results should be kept on personnel files.

Results over 12 months old are invalid for selection or promotional decisions. All results are to be destroyed after three years or when the respondent ceases to be employed by the LAS, whichever is the sooner.

## **8. Responsibility to test takers**

The LAS is committed to dealing fairly with all candidates to be tested and will be open and honest about the use of tests and provide relevant feedback whenever tests are used.

## **9. Re-testing**

For selection purposes a candidates test results are valid for any similar position for 12 months from the date of testing. Candidates may be retested if there is evidence that the individual underperformed the first time due to sickness. Requests for a retest due to extenuating circumstances will be considered at the discretion of the relevant HR Manager in the first instance. The Recruitment Manager should be referred to before a final decision is confirmed.

## **10. Monitoring**

Test monitoring forms should be completed for each test use and sent to the Recruitment Manager.

## **11. Access to materials**

All test materials will be held in a central store by the Recruitment Manager, together with an accurate log of test materials available. This log should be updated whenever materials are removed, replaced or added to the store.

Only authorised test users will be permitted to withdraw materials from the store. Test users must ensure that all test materials are securely stored whilst in their

possession. Materials should be returned to the central store within 48 hours of completion of testing.

## **12. Copyright**

Under no circumstances should any test materials be photocopied or installed on computer without the test publisher's express permission.

## **13. Guidance compliance and review**

It is the responsibility of all test users to ensure that these guidelines are applied at all times. Any deviation from the guidelines should be reported to the Recruitment Manager for appropriate action. Suggestions for changes and amendments to these guidelines should be made to the Recruitment Centre. This guidance will be reviewed periodically by the Senior HR Manager - Recruitment to ensure its relevance to organisational needs and compliance with best practice.

**Age discrimination – Equality Act 2010**

The Trust made two decisions in concerning the ‘objective justification’ regarding age as set out in the Equality Act 2010. The Act states that age requirements may be set when good reason can be shown for the differential treatment.

EOC staff

The Trust has decided to keep the minimum age requirement to appoint staff to EOC to remain at 18. The objective justification for this decision is as follows:

“The legitimate aim is the protection of the health, safety and welfare of the young person.

Young people between the ages of 16 and 18 are treated differently under the law when compared with adults e.g. the legislation under the Children Act 2004. They are also treated differently in employment law terms e.g. the length of shifts under the Working Time Regulations.

It is believed that the discriminatory effect of not employing 16 and 17 year olds in EOC is outweighed by the benefits of the legitimate aim.

Given the nature of the work in EOC, there is no reasonable alternative within that workplace that could protect the young person i.e. the job is taking calls where the caller is requiring an ambulance. Many of these calls can be distressing – we as a Trust could not reasonably protect staff from this.

16 and 17 year olds are still able to apply to other non front-line parts of the service and will be able to apply to join EOC once they are 18.’

Operational road staff

Those required to undertake blue light driving will require the holding of a standard B driving licence for one year at the point of application. It is recognised that this is potentially indirectly discriminatory under the Equality Act 2010.

As a means of ensuring, as far as is reasonable, that we recruit staff with safe driving practices, the Trust requires up to a maximum of 3 points on the driving licences of those likely to be involved in blue-light driving.

Any job that requires an employee to drive carries a degree of risk. The demands of driving under blue-light conditions accentuate this risk. Statistics show that there are significantly more accidents amongst those who have been driving for relatively shorter periods rather than those who have been driving for longer.

The objective justification for this decision is as follows:

‘The legitimate aim is protection of the health and safety of both our own staff and the people we serve.’