

RECRUITMENT & SELECTION POLICY

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CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST

DOCUMENT APPROVAL PROFORMA

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If this Policy has an impact on City Hospitals Sunderland, please list below, the person who has informed and involved the sponsor:

Name:

Title:

Date:

NB: It is the sponsor's responsibility to submit the policy through the CHS approval route.

Committee Approval

Committee which forms the approval process: Board of Directors

Date of approval: 29 July 2010

Signature of Chair of Committee, including approval: Mr John Anderson

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1 Introduction

City Hospitals Sunderland aims to provide quality health services to its local population and other service users. This requires it to recruit staff of a high calibre to provide these services and to develop them to meet the changing needs and expectations of patients and service users.

2 Purpose and scope

This policy sets out the criteria and procedures for fair, timely and cost effective recruitment of staff and takes account of current legislation relating to employment, equality and diversity, data protection, rehabilitation of offenders, safeguarding children and vulnerable adults, and Department of Health guidelines.

Successful recruitment relies on finding people with the necessary skills, expertise, qualifications and personal attributes to enable them to make a positive contribution towards the aims and values of the Trust.

This policy defines the expected standards of good practice in recruitment and provides practical guidance to managers to ensure a consistent approach with regard to Equality and Diversity to ensure that applicants for posts within the Trust and existing employees do not receive less favourable treatment on the grounds of sex, marital status, disability, race sexual orientation, nationality, ethnic origin, religious belief or age, neither will candidates be placed at a disadvantage by imposing conditions or requirements that cannot be justified.

This policy applies to the recruitment for all posts, i.e. permanent, fixed term, temporary and Bank/Locum.

Selection will always be a competitive process, except where staff are being redeployed for reasons of organisational change, health, disability, maternity, absence cover or other similar circumstances, where consideration may be given to 'slotting in' in line with the Trust Redundancy and Redeployment Policy.

The procedural guidelines contained in this policy apply to the recruitment and selection of all staff except qualified Medical and Dental staff. Whilst the broad principles of the guidelines apply to Medical and Dental staff, specific recruitment procedures have been developed for these staff that necessitate separate guidelines.

3 Duties

3.1 Board of Directors

The Board of Directors is responsible for monitoring and approving a framework to support the robust recruitment of staff that is compliant with all relevant legislation, guidelines and NHS best practice standards.

3.2 Chief Executive

The Chief Executive has ultimate responsibility for ensuring that the workforce is competent and capable and that a recruitment and selection framework is in place to ensure robust recruitment of staff whilst compliant

with all relevant legislation, guidelines and NHS best practice standards. The Chief Executive therefore supports the Trust wide implementation of this policy.

3.3 Director of Human Resources

The Director of Human Resources is the nominated Director lead for the management of this policy and is directly responsible to the Chief Executive for facilitating the implementation following consultation with the staff side representatives.

Recruiting Manager

The Manager who either holds the budget or is leading on the recruitment of the post is defined as the Recruiting Manager. It is the Recruiting Manager's responsibility to ensure that:

- A Request to Recruit Form is completed, authorised and submitted to the HR Department;
- An electronic copy of the Job Description, Person Specification, Risk Assessment and Advert relating to the post is emailed to the HR Department.
- All paperwork and electronic submissions required in relation to the shortlisting, interviewing and appointing of applicant(s) is completed in full and within the timeframes laid out in this procedure. Shortlisting must always be against the Person Specification.
- S/he organizes and briefs the interview panel.
- Interview paperwork sent to the Recruitment team ensures that the successful applicant will be appointed to the correct pay scale and point, with supporting evidence. This will be verified and authorised by HR.
- If s/he wishes to recognize a candidate's previous knowledge, skills and experience and appoint on a higher pay point, then authorisation must be sought from the relevant HR Manager.
- Recruitment and selection is carried out in a fair and non-discriminatory manner in accordance with the procedure set out in this policy.
- Adequate records of the recruitment process exist which can respond to subsequent queries or challenges about the decisions made at different stages of the procedure.

3.5 Employment Services Department (HR)

It is the responsibility of the Employment Services Department to ensure that:

- The policy is adhered to at all times.
- Robust records are maintained with regard to all vacancies advertised in line with the equality legislation, NHS Employment Check Standards and Data Protection guidelines.
- Any concerns about the application and/or breach of this policy are brought to the attention of the Director of Human Resources

3.6 Employees

It is the responsibility of the employee to ensure they provide information in an open and honest way, making any declaration as appropriate, and agree to adhere to the Trust's recruitment processes and pre-employment checks

4 Definitions

4.1 R2R (Request to Recruit)

The Request to Recruit pack consists of the form and supporting documents that must be completed as the first step of the recruitment process

4.2 ESR (Electronic Staff Record)

The national NHS integrated workforce and learning management system which is used across all 586 NHS organisations in England and Wales

4.3 NHS Jobs

The web based e-recruitment system for advertising vacancies from National Health Service employers across England and Wales.

4.4 NHS Employment Check Standards

These standards, set by NHS Employers, outline the legal/mandatory requirements for pre-employment checks in the NHS.

4.5 UK Border Agency (BIA)

The BIA is responsible for securing the UK borders and controlling migration in the UK, manage border control for the UK, enforcing immigration and customs regulations and also consider applications for permission to enter work or stay in the UK, and for citizenship and asylum.

4.6 Job Description

The job description provides a description of the overall job purpose along with a list of the general tasks, or functions, and responsibilities of a position (see 5.3).

4.7 Person Specification

The person specification is an extension of the job description. It is a profile of the type of person needed to do a job outlining key aspects such as qualifications, training and knowledge, skills, personal qualities, experience and attitude (see 5.4).

4.8 Risk Assessment

The Risk Assessment identifies in line with Health and Safety legislation, any work duties or activities undertaken by the individual which may require them to have further assessment by Occupational Health. Once the Risk Assessment document is completed, it will form the basis for baseline pre employment screening and health surveillance undertaken in Occupational Health (see 5.5).

4.9 Functional Capability Form

Pre employment screening form used by Occupational Health to determine an individuals capability to do the job which they have received a conditional offer of employment.

4.10 Genuine Occupational Qualification

The purpose of registration and qualification checks is to ensure that a prospective employee is recognised by the appropriate regulatory body and that they have the right qualifications to do the job.

4.11 Criminal Records Bureau (CRB) Disclosure

CRB checks are a mandatory part of NHS recruitment and will apply to every new recruit who has access to patients as part of their normal duties

The CRB service enables organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially that involve children or vulnerable adults

4.12 Independent Safeguarding Authority (ISA)

The Independent Safeguarding Authority (ISA) is part of the Government's Vetting and Barring Scheme (VBS) to help prevent unsuitable people from working with children and vulnerable adults.

Employees who work in either a regulated or controlled activity will be required to hold ISA registration.

4.13 Certificate of Sponsorship

Any non-EEA person offered a position with the Trust who satisfies the UK Border Agency Resident Labour Market Test will require a Certificate of Sponsorship (CoS) which in turn will allow them to apply for a Tier 2 Work Permit. The CoS is provided to the individual by the Human Resources Department.

5 Content

5.1 Stages of Recruitment

Recruitment and Selection is split into 4 stages (see Appendix 1)

- **Stage 1 – Advertising**

Recruiting Manager in consultation with Directorate Manager to complete Request to Recruit (R2R) documentation and gain approval from Divisional HR Manager, Divisional Finance Manager and Divisional Director. If the R2R is approved this will be passed to Employment Services who will ensure the post is advertised via NHS Jobs, internal jobs bulletin and any external publication. If the R2R is not approved it will be passed back to the Recruiting Manager

- **Stage 2 – Shortlisting and Interview**

Employment Services will contact the Recruiting Manager once a vacancy has closed via e-mail advising that short listing is available to view on line. Once the short listing is complete the Recruiting Manager will complete the interview pro-forma and return this to the Recruitment Administrator who will then organise for candidates to be invited for interview and arrange interview packs for the panel. The Recruiting Manager is responsible for checking that candidates are attending interview. Once the interviews have taken place the Recruiting Manager should contact both the successful and unsuccessful candidates (in line with interview guidance notes – appendix 2). Recruiting Manager is

responsible for ensuring the interview pack is returned to Employment Services clearly indicating successful candidate(s).

- **Stage 3 – Appointment**

Employment Services Supervisor will arrange for the successful candidate(s) to receive a conditional offer of employment letter which will also contain an appointment time for the individual to attend Human Resources to commence the required pre-employment checks. References will be requested at the same time as the conditional offer of employment is made. Once all pre-employment checks are satisfactorily complete a start date will be arranged.

- **Stage 4 – Contract and ESR**

Once start date is confirmed, the Employment Services Supervisor will process the new employee's contract of employment. Details of new starter/employee transferring post will be entered into ESR by Employment Services Department.

5.2 Reviewing the Vacancy

When a post becomes vacant, the job duties should be reviewed before any attempt is made to recruit a replacement.

Useful information can be obtained from existing post holders about their reasons for leaving the job, and managers should consider how to obtain this information most effectively in order to review the vacancy.

In addition managers should consider: -

- Does the post need to be filled at all?
- Have the job duties changed in any way since the previous post holder was appointed?
- Will the post change in the foreseeable future so that the job should not be permanently filled in its current form?
- Could the job be combined with another job, or could duties be re-allocated to make better use of other people in the department?
- Does anything about the job need to be changed, taking into account the previous job holder's performance, e.g. to make sure the job is more interesting or less pressured?
- Could anything about the job be changed to attract more applicants – e.g. actual hours of work, offering the post as a "trainee" position, including the job in a rotation to make it attractive to applicants seeking broader development?
- Could adjustments or adaptations be made to the job to make it more suitable for applicants with a disability (advice is available from Disability Employment Advisers on this issue, who are contactable through Human Resources)

Managers should carefully examine whether the post could be offered on a more flexible basis to enable as many suitable applicants as possible to apply. This will include looking at the options of part-time, flexitime, job share and other flexible working arrangements.

Managers should also consider and discuss with the Department of Human Resources at this stage whether the job would be suitable for an existing employee who is: -

- Looking for a suitable post to return to from a career break
- Seeking redeployment for health reasons or due to a disability
- Seeking redeployment to avoid redundancy

5.3 Job Description

It is essential that all potential applicants receive a job description so that they gain an accurate picture of the job, to decide whether to apply or not.

The job description should attract only suitable candidates.

For some posts e.g. Nursing posts, core job descriptions have been produced by the Trust for each grade of post, which only require supplementation by speciality specific information.

Managers should also consider at this stage whether further promotional materials need to be included in a job information pack to provide more information, particularly for nationally advertised posts. Such information may include further information about the Department, Directorate or Trust, the Sunderland area and its attractions or the patient service provided.

5.4 Person Specification

Once the job duties have been specified, the managers can identify the 'type' of person needed to do that job. This gives the managers areas against which candidates can be assessed both at short listing and interview stage.

The person specification lets potential applicants decide whether they are suitable candidates or not and therefore reduces the number of unsuitable applications received. It also helps managers to avoid discriminating unfairly, by ensuring that any assessment is related to the job.

Managers should identify 'essential' qualities, that is, those that candidates must have in order to do the job, and 'useful' qualities, which would improve a candidate's performance in the job but could be gained whilst in the job if not possessed already.

In determining essential criteria, managers should consider whether any aids, adaptations or adjustments could reasonably be made to the job so that a disabled applicant is not automatically excluded from the job on account of their disability e.g. a person with a hearing impairment can be provided with a telephone with an amplification device if good telephone communication skills are essential for the post.

Managers should take care to ensure that in determining "essential" and "useful" criteria they do not unfairly discriminate e.g. stating 'car driver essential' rather than 'useful' if a post involves only occasional travel where the post holder could use public transport or hospital taxis.

However, person specification criteria may change depending on the supply of candidates e.g. if few applicants are likely, a qualification or specific experience may be deemed 'useful' rather than 'essential' if a candidate possesses the basic requirements for the post and can be developed within the role.

Person Specifications should only include factors which can be assessed and which are necessary for the job. The means of assessment should be detailed to help candidates to provide relevant information within their application. They should also be free from bias, and for this reason it is recommended that more than one person draws up the Person Specification.

5.5 Risk Assessment

Each job description and person specification must be accompanied by a Risk Assessment form. The risk assessment should be reviewed and updated as necessary prior to completing the Request to Recruitment documentation. The risk assessment form must always be no older than 6 months.

5.6 Advertising the Post

The aim of any advertisement is to attract sufficient numbers of quality candidates to the job in a cost-effective manner. It is better to attract four good candidates than fifty average ones. Advertisements need to reflect the Person Specification and should not be so specific so that potentially suitable candidates cannot apply, nor so vague that anyone could apply.

All advertisements must be placed through the Department of Human Resources and will not be processed until the Trust's Request to Recruit documentation is completed. Managers must provide an up to date Job Description and Person Specification before any advertisement is placed.

Advertisements will not be placed unless written notice has been received from the existing employee to terminate his/her employment.

Line Managers should provide advertisement with the Request to Recruit Approval Form, which should contain basic information from the Job Description and person specification. This may include: -

- Trust and Directorate/Department heading
- Job title
- Salary
- Place of work
- Job Summary
- 'Essential' criteria from Person Specification
- Where to obtain application form/job/description
- Closing date
- Any particular selling points/attractive features of the job or department
- Any flexible working arrangements e.g. job share, term time only working options which may attract applicants

It should not include the following: -

- Unnecessary phrases such as “Applications are invited for ...”
- Any requirements which discriminate against one particular race or sex which cannot be justified by the job
- Any requirement which discriminates against disabled applicants where a reasonable adjustment to the post would enable a disabled person to do the job
- Wording which might indicate that a job is aimed at a particular sex or are, e.g. using ‘he’ or ‘she’ exclusively rather than ‘the post holder’, job titles such as ‘Sister’ or ‘Storeman’.

5.7 Request to Recruit

Once the job advertisement, job description, person specification and risk assessment have been written/reviewed, the Recruiting Manager should complete the Request to Recruit documentation available on the Trust Intranet site following the guidance documents. Any new post must be submitted to the Workforce Planning Manager prior to the request to recruit process for Agenda for Change banding to be applied.

5.8 Short Listing for Interview

Short listing should be carried out by more than one person, and ideally be done jointly by all the people on the interview panel.

Managers should short list by comparing each application form against the “essential” criteria from the Person Specification. If too many candidates meet the “essential” criteria, managers should use the “desirable” criteria to reduce applicants to a manageable number.

A disabled applicant who satisfies the essential criteria in the person specification and is supported by the Disability Employment Advisor will be guaranteed an interview. Similar provisions apply to disabled people or carers who apply to the Trust under the “People into Employment” scheme.

Record the reasons for short-listing candidates, as this may need to be recalled if candidates ask why they were not granted an interview.

Internal candidates who are not short-listed should always be offered the opportunity to discuss the reasons.

Ensure that the person specification criteria are consistently applied to all applicants.

5.9 Application Process

All vacancies will be advertised via NHS Jobs Website. All applicants must complete an application form so that standardised information is obtained about all candidates and the required equal opportunities monitoring details are available.

If an applicant is unable to complete the application form due to a disability which does not affect his/her ability to carry out the job (potentially following reasonable adjustments being made to the post) e.g. an applicant who is blind or has a learning disability, special arrangements can be made, such as the applicant providing information through discussion with a member of the Human Resources Department, who will then record the details on the application form. This will also apply to applicants with literacy difficulties where the post does not require these skills.

5.10 Direct Applications

In some professions where there are national shortages of qualified candidates, direct applications may be processed without advertising a post, particularly where previous advertisements have not yielded any applicants.

Even in these circumstances, consideration should be given to placing an internal advertisement to allow existing staff with relevant qualifications to transfer for developmental purposes.

5.11 Informal visits/discussions

Where informal visits or discussions are encouraged in advertisements, managers should ensure that the visit or discussions are used to give applicants further information about the post, not to informally discuss candidates before short listing.

All applicants should be given equal access to make informal visits, and short listing decisions should not be made solely on the basis that an applicant did not make a visit.

Informal visits should not be used to obtain information, which may be used to discriminate on the grounds of gender or race e.g. family background, whether a person has dependants etc. However, it is useful to discuss with a disabled applicant whether any reasonable adjustments may need to be made to the post to help him/her to take up employment, e.g. revising an office layout or adapting a workstation to make it accessible to a wheelchair user.

5.12 Interview Guidance

Recruiting Managers will be provided with interview guidance notes prior to interview (Appendix 2).

5.13 Interview Expenses

Non Medical Staff

The Trust will reimburse reasonable expenses incurred by external candidates attending for interview and where agreed with the appointing manager beforehand. This policy sets out the standards and process to be adopted for the payment of such expenses.

The Trust will reimburse travelling expenses from within the UK or from the port of entry for an overseas applicant travelling from outside the UK. This applies to all interviewees.

Where a candidate is required to travel back from a holiday to attend an interview, reimbursement of travel expenses will be limited in the case of travel abroad to expenses from to the port of entry in Great Britain. Note travel from Northern Ireland, the Isle of Man and the Channel Islands shall not be regarded as travel from abroad.

The rate paid will be standard/2nd class rail travel or NHS public transport rate if travelling by car. Travel by taxi from the nearest railway station will be reimbursed on production of receipts. If any other form of transport is used the amount reimbursed will be based on the actual miles travelled at NHS public transport rate or the actual expenses incurred if less.

The mileage will be calculated from the candidate's home address to the Trust site address where the interview is being held, using the information provided on Internet travel sites.

Reimbursement of overnight accommodation will only be considered if an overnight stay is required due to the timing of the interview or where candidates are travelling in excess of 100 miles (single journey). Where agreed, this will normally be at the current rate for 1 night's accommodation quoted by national budget hotel chains (e.g. Travelodge, Travel Inn) and will include, where appropriate, the cost of evening meal and breakfast at the rates set out in NHS terms and conditions.

Accommodation should be arranged directly by candidates themselves. Where the interview process is to last over more than one day and will involve an overnight stay, the appointing manager has discretion to approve payment of appropriate hotel accommodation expenses on production of the necessary receipt.

The Trust will not pay the cost of meals taken en-route to and from interviews. Where candidates are to be on site for a significant period of the day during the selection process, Managers may, at their discretion, provide or reimburse the cost of appropriate refreshments.

Medical Staff

Interview expenses for candidates for medical posts can be viewed on the following website links. .

Consultant National Terms and Conditions

http://www.nhsemployers.org/SiteCollectionDocuments/Consultant_Contract_V8_Revised_Terms_and_Conditions_220808_aw.pdf

Specialty and Associate Specialist Doctor Terms and Conditions

http://www.nhsemployers.org/SiteCollectionDocuments/TandC_of_service_for_assoc_specialists_FINALpdf_cd_070907.pdf

http://www.nhsemployers.org/SiteCollectionDocuments/TandC_of_service_for_spec_docs_FINALpdf_cd_070907.pdf

Junior Medical Staff National Terms and Conditions

http://www.nhsemployers.org/SiteCollectionDocuments/Hospital_Medical_and_Dental_Staff_TCS_March_08_cd_160209.pdf

Claims Procedure

Receipts will be required for all expenditure other than mileage claims. These should be attached to a completed travel expense claim form itemising all expenses incurred. The form should be returned to the appointing manager, who will check, authorise and forward the claim to Financial Services as soon as possible, but at the latest within 10 working days of receipt.

Payment will be made by cheque to unsuccessful candidates and by payroll to successful candidates. The costs will be charged to the appointing manager's budget.

5.14 Pre Employment Checks

Pre employment checks will be carried out by the Human Resources Department in line with NHS Employment Checks best practice and the Trust's Employment Checks Policy - . <http://chsintranet/2012/09/04/human-resources-policies/>

6 Monitoring Compliance

6.1 Director of Human Resources

It is the responsibility of the Director of Human Resources, supported by the Divisional & Directorate/Support management teams, to monitor the effectiveness of this policy. The Director of Human Resources will also provide a Quarterly Recruitment Report and annual Equality & Diversity Report to Board of Directors.

6.2 Employment Services Department

It is the responsibility of the Employment Services Department to maintain robust records with regard to all vacancies advertised in line with NHS Standards and Data Protection guidelines. The Employment Services Department will continually monitor recruitment in the form of audit and spot checks.

6.3 Recruiting Manager

It is the responsibility of the Recruiting Manager to keep an accurate record of each candidate's interview performance detailing the reasons why each person was or was not appointed.

7 Dissemination/Training

7.1 Dissemination

- Dissemination to Managers via email through Senior Manager Forum
- Intranet
- HR Directorate Briefings
- ILM Level 3
- HR Recruitment Road Shows

7.2 Training/Awareness

The Trust is committed to providing training to all its employees with recruitment and selection responsibilities. All interview panels must include at least one member of staff who has attended the ILM Level 3. The ultimate aim is for all managers with recruitment and selection responsibilities to have received formal training.

8 Consultation, Review and Approval/Ratification

8.1 Consultation

- Human Resources Strategy Group
- Joint Consultative Group
- Executive Board

8.2 Ratification

- Board of Directors

9 References

9.1 Relevant Legislation

- Age Discrimination Regulations 2006
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Race Relations (Amendment) Act 2000
- Disability Discrimination Act 1995

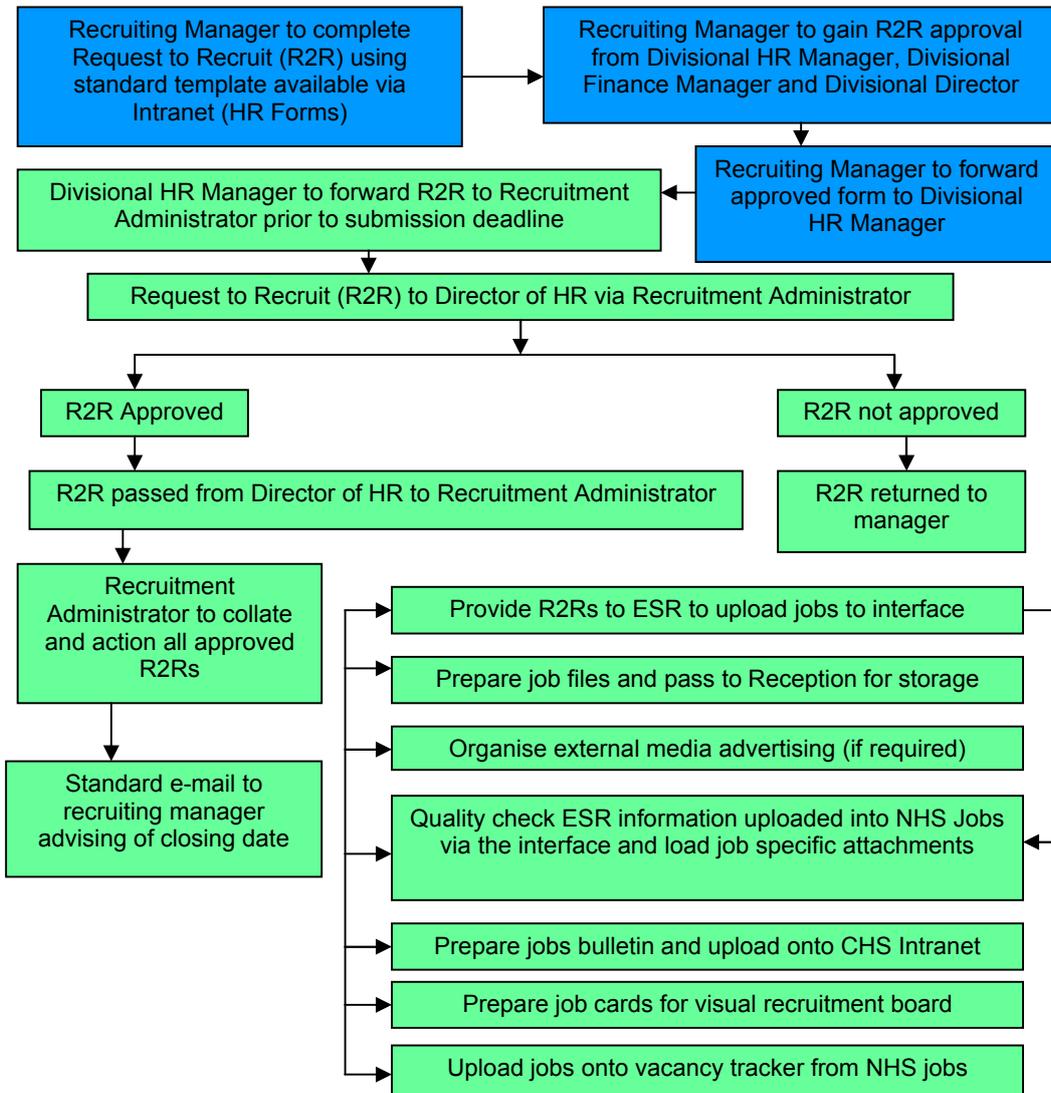
10 Associated Policies

- Flexible Working Policy
- Pre-employment Health Screening Policy
- HIV/AIDS and Employment Policy
- Hepatitis B Policy
- CRB Policy
- Secondary Employment Policy
- Reference Policy
- Pre and Post Employment Checks Policy
- Disciplinary Procedure
- Redundancy and Redeployment Policy

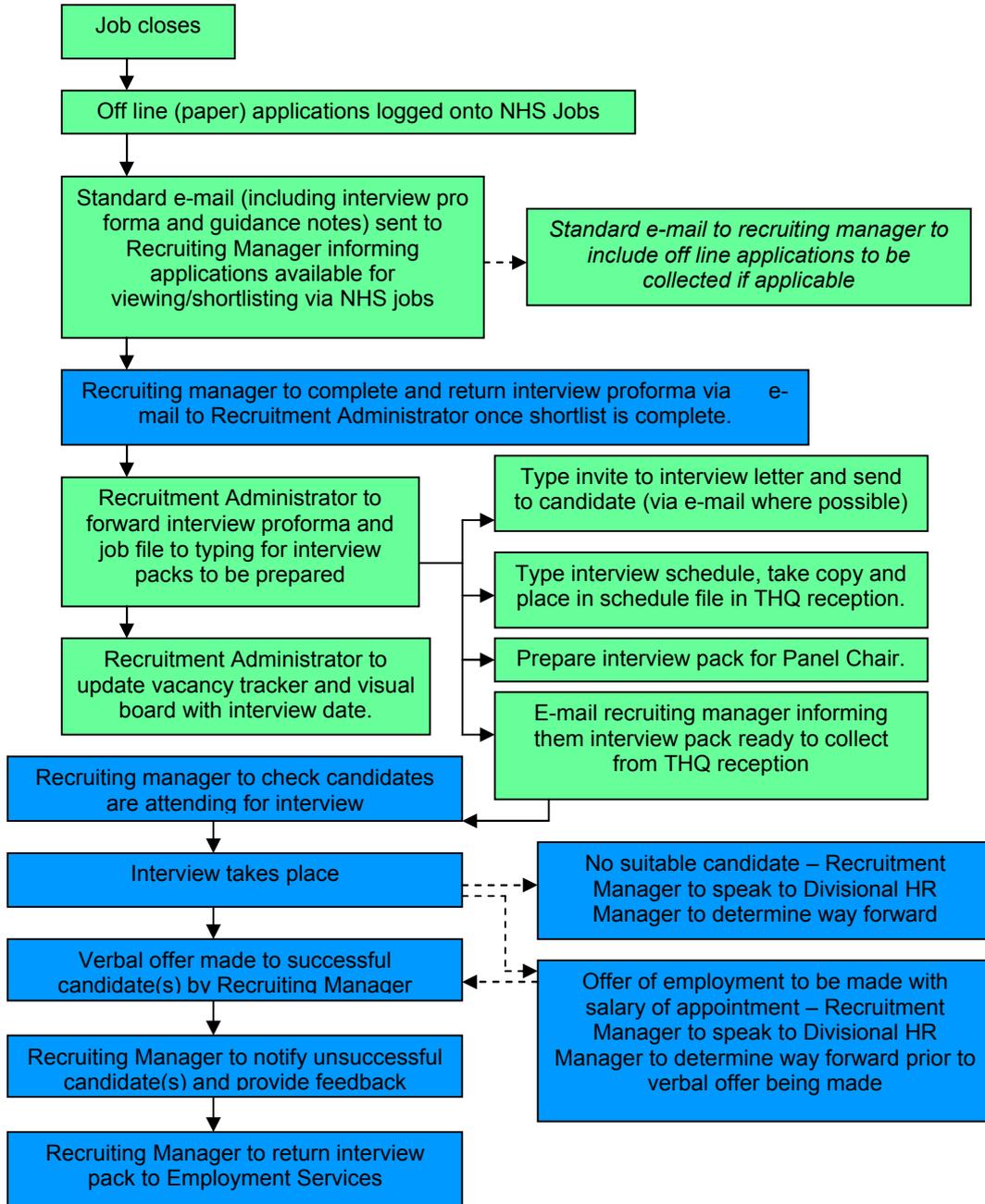
**CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST
HUMAN RESOURCES
RECRUITMENT PROCESS FLOW CHART**

Key: Blue – Managers Responsibility
Green – Human Resources Responsibility

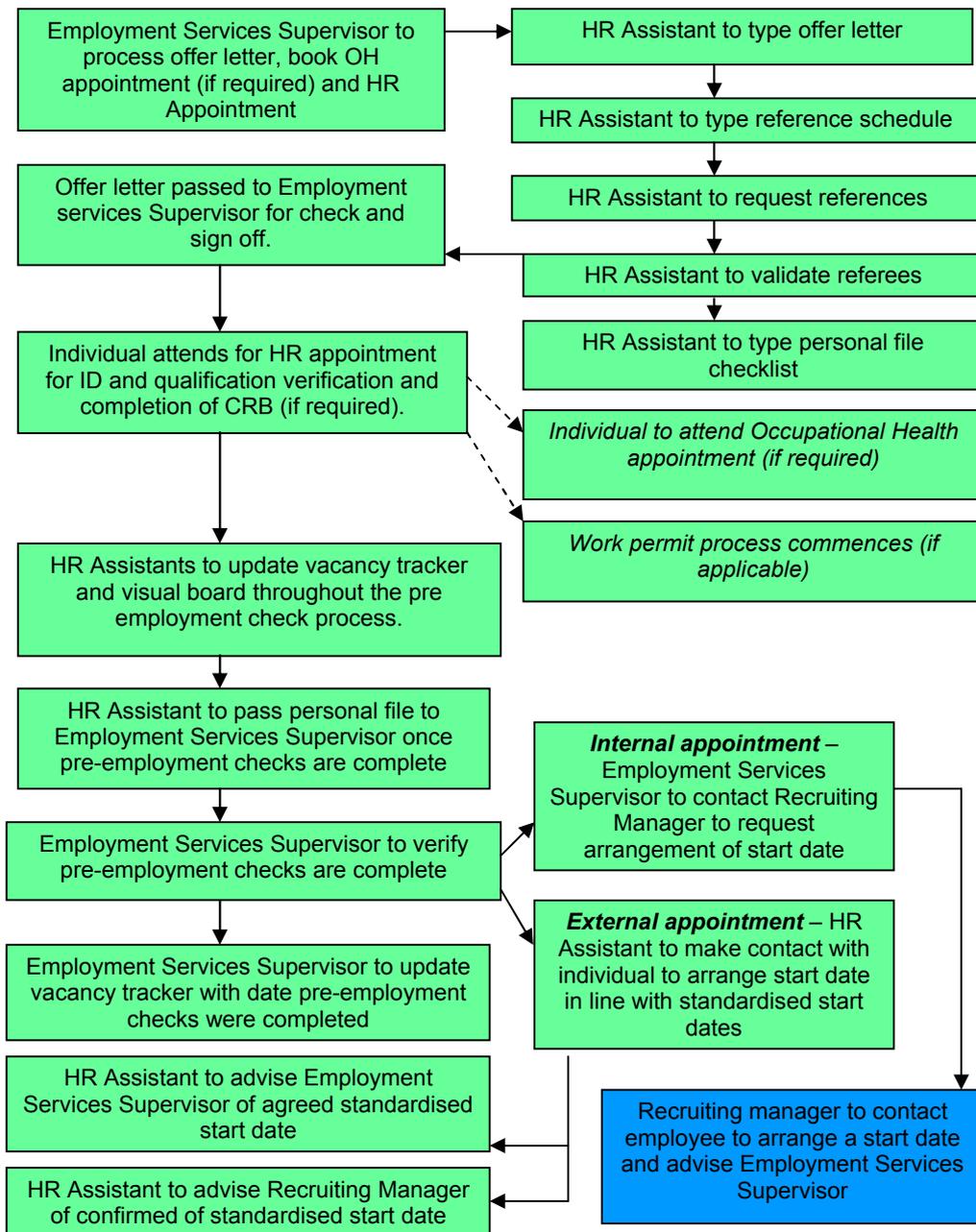
STAGE 1 - ADVERTISING



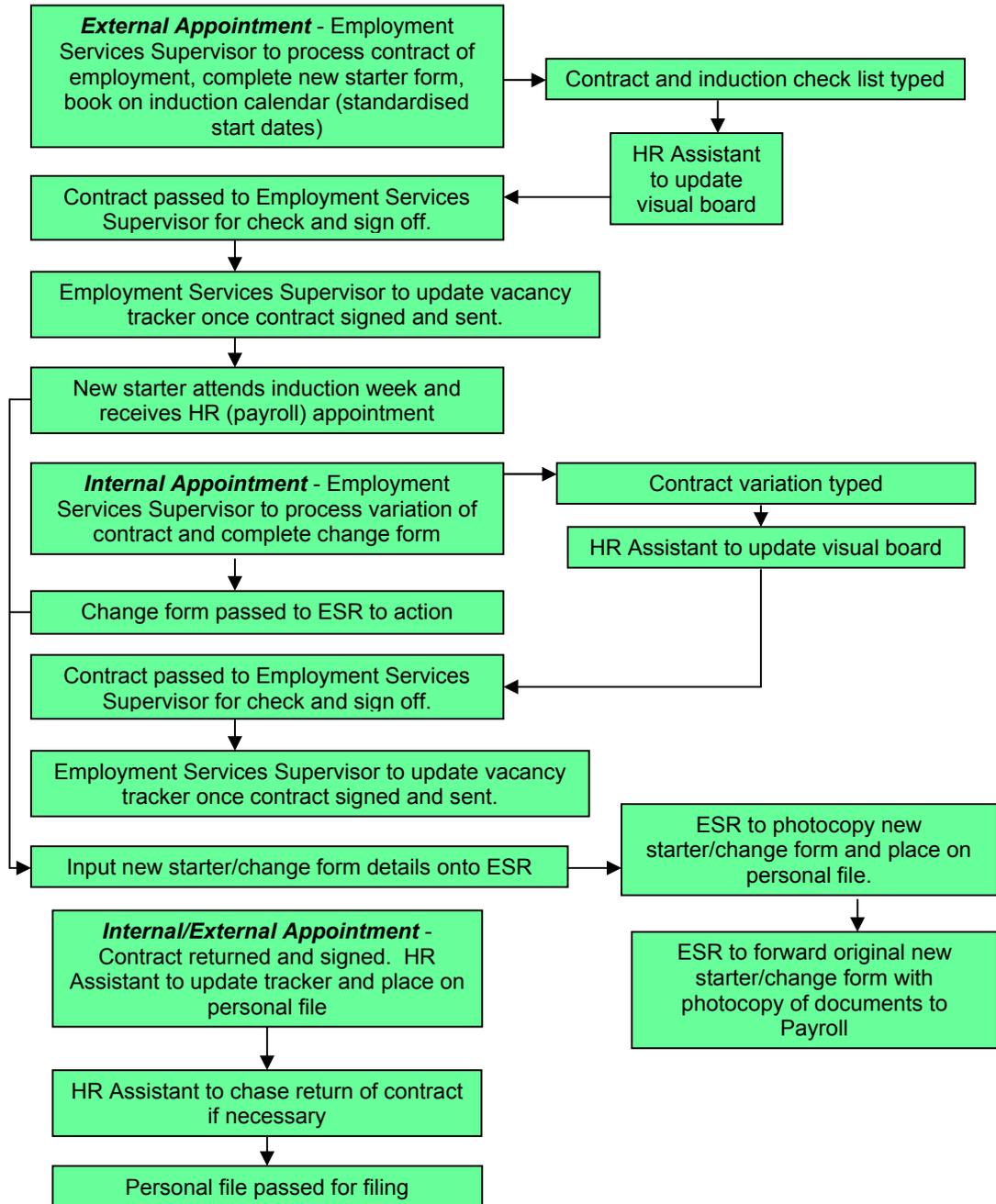
STAGE 2 – SHORTLISTING & INTERVIEW



STAGE 3 - APPOINTMENT



STAGE 4 – CONTRACT & ESR STAGE



CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST

HUMAN RESOURCES

RECRUITMENT – INTERVIEW GUIDANCE

RESPONSIBILITY FOR RECRUITMENT AND SELECTION

The prime responsibility for the recruitment and selection of staff lies with the relevant line manager or supervisor and they will be responsible for carrying out recruitment and selection in a fair and non-discriminatory manner in accordance with Trust policies and procedures. Human Resources staff will provide advice and support to managers.

BEFORE THE INTERVIEW

- Set aside a comfortable area for candidates to sit prior to interview.
- Make sure that the interview room is free from interruptions, both in person and by telephone, and from other distractions, e.g. strong sunlight, noise etc, and ensure that the room layout is appropriate for the type of interview to be carried out.
- Consider whether there are access or other issues, which may disadvantage a disabled person. Candidates with disabilities may require a helper or carer to attend with them.
- If a candidate has indicated they have a caring responsibility, consider the suitability of the proposed interview time to them, consulting them if necessary.
- Contact any candidates who have not confirmed their attendance to check they are attending for interview.

INTERVIEW QUESTIONING

- Structured questions, which are to be asked of all candidates, should be agreed beforehand between the interviewers/HR. These questions must only relate to the Person Specification and the requirements of the job.
- Questions must always be non-discriminatory. If in doubt, guidance is available from the Department of Human Resources.
- It is acceptable, and even helpful, to ask about a disability where it is relevant to the person's ability to do the job.
- The purpose of asking an applicant questions about his/her disability should be to ascertain whether or not adjustments could help him/her to do the job, rather than to support stereotype attitudes that he/she is unsuitable.

In terms of managing candidates' expectation, the Interview Panel Chair should explain to non-EEA candidates at the end of the interview that appointments of non-EEA nationals will depend on the Trust being able to satisfy the UK Border Agency's Resident Labour Market Test that there is no suitable EEA candidate for the post.

TESTING

- Any presentation/in-tray exercise included, as part of the selection process must be free from bias and be based solely on job related criteria. Activities results should

be carefully considered in relation to the Person Specification criteria – again advice and guidance on this can be sought from the HR Department.

ASSESSING CANDIDATES

- Managers must keep notes/a record of each candidate's interview performance, detailing the reasons why each person was or was not appointed (based on their suitability matched against the criteria detailed in the job/person specification.
- Each candidate should be assessed against the person specification for the post. Managers must never unfairly discriminate against a candidate on the grounds of gender, age, marital status, carers responsibilities, race, ethnic/national origin, sexual orientation or disability.

The decision to appoint must be based on the merits of the candidates

MAKING A JOB OFFER

Standardised Start Dates

The Trust is moving to standardised start dates for all **new employees to the Trust** with effect from March 2010. You **must** therefore ensure that any **external candidate** to whom you are making a conditional offer of employment is aware of the following:

Once pre-employment checks are completed the external candidate will be contacted by the Recruitment Team to inform them of their start date, based on the monthly schedule below, taking in account (where relevant) any notice period with their current employer and any work permit requirements. The Recruitment Team will then contact the recruiting manager to inform them of their new employee's induction, mandatory and IT training dates and the date on which s/he will be available to join the department.

New employees to the Trust must **attend the full Induction and mandatory training programme before commencing their post, regardless of whether or not they are being employed on a part or full time basis.**

For non clinical staff this will be 3 days (8.30 – 5.00) and for clinical staff up to a maximum of 7 days (8.30 – 5.00) depending on their training requirements. Those being employed on a part time contract will receive back, the additional hours they have worked in their induction week via local arrangement with their line manager.

Note: The above arrangements do not apply when recruiting a candidate who is already employed by the Trust – refer to section 'After the Interview' below.

Offering The Job – EEA Candidates

- Page 3 of the application form will indicate if your chosen candidate is a United Kingdom (UK), European Community (EC) or European Economic Area (EEA) National. If the application form indicates NO – please follow the instructions below for offering the job to a Non EEA candidate
- All job offers are subject to satisfactory pre-employment checks including references, so you can make a conditional job offer on this basis, following interview (please ensure that you advise the candidate that the job offer is subject to satisfactory pre-employment checks). Candidates should normally be offered a job

- verbally in the first instance, which will then be followed up with a conditional offer of employment letter from Employment Services confirming the verbal offer.
- If you are offering the candidate(s) the minimum point on the appropriate pay band for the post, then you can contact the candidate(s) directly and make a conditional job offer on that basis.
 - If you wish to make a job offer on other than the minimum point of the pay band, then you must contact your Divisional HR Manager to discuss this further and obtain approval to do so before you contact the candidate(s).

Offering The Job – Non EEA Candidates

- Once a decision has been made by the interview panel this should be communicated to the HR Support Services Manager who will review the candidate's immigration status before a final decision is made and communicated to the candidates.
- The HR Support Services Manager will then contact the UK Border Agency (BIA) about the prospect of the post satisfying the Resident Labour Market Test (RLMT).
- If the information received from BIA is that the RLMT would **not** be satisfied this information should be used in reaching your decision on who you appoint.
- If the information received from the BIA suggests that a work permit may be granted you should decide who to appoint based purely on the merit of the candidates work permit for the successful individual if s/he was selected following the interview will be applied for if required.

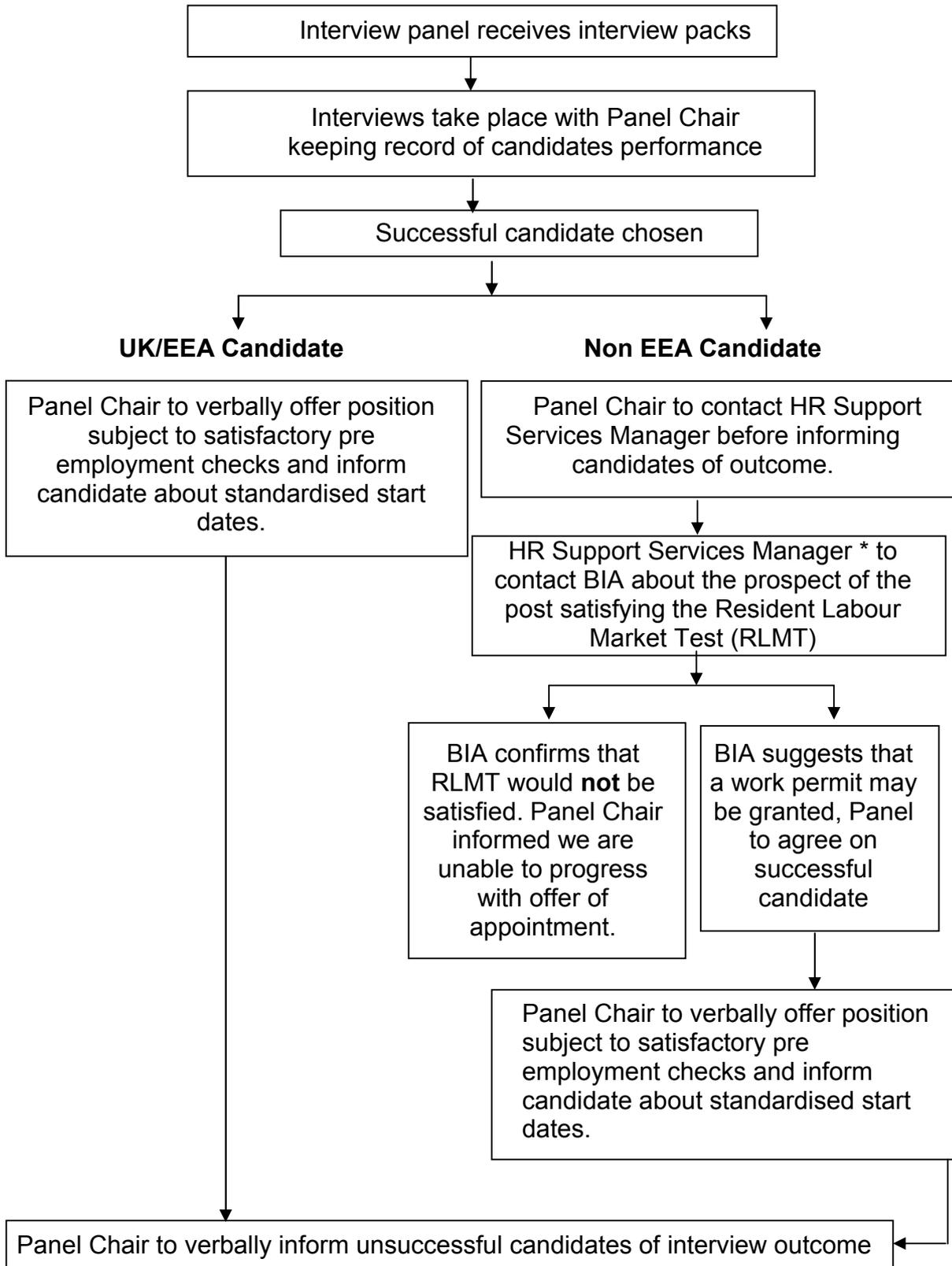
INFORMING UNSUCCESSFUL CANDIDATES

- Always ensure that the successful candidate has accepted the post before contacting unsuccessful candidates. Managers are advised to telephone the successful candidate as soon as possible to avoid any delays in the process.
- Candidates should always be informed verbally of the outcome of an interview by one of the interview panel members, so that queries can be responded to and feedback offered.
- Unsuccessful candidates should be informed that confirmation of the outcome of an interview will **not** normally be provided in writing unless it is specifically requested by the candidate.

AFTER THE INTERVIEW

- The Interview Chair should forward the completed interview programme, and all accompanying documents, to the Employment Services Supervisor.
- On receipt of the completed interview programme identifying the preferred candidate(s), the Recruitment Team will confirm the verbal offer(s) in writing within 2 working days and commence the necessary pre-employment checks.
- **External Appointments** - Once pre-employment checks are completed the Recruitment Team will contact the external candidate to notify them of their start date, based on the monthly standardised start date schedule, taking into account (where relevant) any notice period with their current employer and any work permit requirements. Once this is agreed the Recruitment Team will notify the Recruiting Manager of the start date and issue the contract of employment.
- **Internal Appointments** - Once pre-employment checks are completed the Recruitment Team will contact the Recruiting Manager to ask them to arrange a mutually agreed start date with the employee and their current manager. Once a start date is agreed the Recruiting Manager must inform the Recruitment Team who will then issue the contract of employment.

INTERVIEW PROCESS FLOW CHART



* HR Administration Manager will be communicate with the Panel Chair throughout this process and keep a written record of all contact with the BIA

CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST

HUMAN RESOURCES DEPARTMENT

REQUEST TO RECRUIT (R2R)

GUIDANCE NOTES

To ensure your advert is processed in time for the Vacancy Bulletins, Employment Services requires a fully completed and approved set of R2R documents.

R2R documents are submitted to Employment Services via your Divisional HR Manager (DHRM). Please ensure that you have relevant discussions with your DHRM and Divisional Finance Manager well in advance of the R2R submission deadlines which can be found on the HR Job Vacancies Intranet page - <http://chsintranet/2012/07/20/current-job-vacancies/>

Please note, as agreed by Corporate Management Team, incomplete R2R documents will be returned to Directorate Managers, which may result in recruitment delays.

Therefore please ensure that:

- You have completed all sections of the R2R
- Attached a current job description and person specification
- Attached a current advertisement for the position
- Attached a current risk assessment form (this must be no older than 6 months)

Once your R2R has been approved for advertising:

- All adverts internal and external will appear on the NHS Jobs website at www.jobs.nhs.uk
- All adverts will be open for 2 weeks unless requested to be of a shorter or longer duration
- All adverts will close on a Thursday and applicants forwarded for short listing as soon as possible after the closing date.
- Adverts may close prior to the 2 weeks closing date due to a high number of applications received (where agreed with recruiting manager in advance).
- Where there are no applicants for a post the recruiting manager will be contacted directly by Employment Services and asked to discuss the way forward regarding recruitment with their DHRM.

REQUEST TO RECRUIT (R2R)

| | | | | | | |
|--|-----------------|------------------------|------------------|-----------------------|-------------------|--------------------------|
| Job Title: | | | | | | |
| Directorate: | | | | Ward/Dept: | | |
| ESR Organisational Code/Cost Code (DFM to complete): | | | | | | |
| Band/Grade | | Hours | | Wte | | |
| Salary Range: | | | | | | |
| RRP: | Y/N | National Amount | £ | Local Amount | £ | |
| Appointment subject to CRB check: | | | | YES | NO | Enhanced/Standard |
| Tenure of Contract: | | | Permanent | | Fixed Term | |
| Name(s) of Recruiting Manager & other interview panel members | | | | | | |
| New post or name of previous postholder (if applicable): | | | | | | |
| When did/will the post become vacant? | | | Date: | | | |
| How has the workload/service been delivered since then or how is it proposed to be delivered pending a replacement? | | | | | | |
| What other ways of delivering the service have been considered and what was the outcome? | | | | | | |
| Why is this post essential to the Trust? | | | | | | |
| What are the recurrent/non-recurrent costs | | | | | | |
| Is there guaranteed funding? | | | YES | NO | | |
| If yes, where from? | | | | | | |
| If no, how will the post be funded? | | | | | | |
| Proposed Method of Advertising: | | | | | | |
| Name of Publication (if External): | | | | | | |
| Duration of Advert (eg 2 weeks) | | | | | | |
| If the post is to be advertised in the press, the following cost codes MUST be completed | | | | | | |
| Cost Centre | | | | Expense Number | | |
| (Some posts may not be approved/there may be queries about them) | | | | | | |
| Directorate Manager Name: | Comments | | | | Date: | |

| | | | |
|--|----------|-------|--|
| Divisional Finance Manager Name: Dept/Directorate Pay Position: Divisional Pay Position: Overall Divisional Financial Position: | Comments | Date: | |
| Divisional Human Resources Manager Name: | Comments | Date: | |
| Divisional General Manager Name: | Comments | Date: | |
| Divisional Director Name: | Comments | | |

JOB DESCRIPTION

Job Title:

Directorate:

Department:

Band:

Current Designated Base:

Managerially Responsible To:

Professionally Accountable To:

Overall Job Purpose:

Duties and Responsibilities of the Post:

Clinical Professional and/or Technical Responsibilities

Communication

Management

Health, Safety and Security

- To report any incidents, accidents and near misses in accordance with the Trust Incident Policy.
- To maintain safe clinical practice in diagnosis and treatment (clinical staff only).
- To ensure own safety and the safety of all others who may be affected by the Trust's business.
- To comply with all Trust policies and procedures to protect the health, safety and welfare of anyone affected by the Trust's business.
- To comply with the Trust Risk Management Strategy and Directorate/Department clinical and health and safety policies and procedures.
- To ensure that equipment provided for the protection of health and safety is maintained and used appropriately.
- To comply with emergency procedures relevant to your particular Directorate/Department.
- To attend all Mandatory Training with regard to fire, health and safety, manual handling and control of infection.

Quality/Clinical Governance

- To be aware of the principles of clinical governance and understand what the benefits for patients and staff are.
- To understand the clinical governance structure within the Trust and how you may be involved.
- To participate in clinical governance activities within the Trust and where applicable across organisational boundaries.
- To ensure that you continuously look for ways to improve the quality of the service or care you provide to patients or other services/departments, where appropriate.
- To explore ways to involve and consult with patients, public and carers when developing or evaluating services or the care you provide, where appropriate.
- To participate in clinical audit activity where appropriate, involving other professions/disciplines.
- To ensure patient confidentiality is maintained at all times and that you do not access patient related information (either electronic or paper based) which you do not need during the course of your work.
- To comply with the procedure for handling any requests under the Freedom of Information Act thereby ensuring that they are dealt with in a timely, specific and confidential manner.
- Ensure the risk of infection to you, colleagues, patients, relatives & visitors is minimised by:
 - Being familiar with & adhering to Trust policies & guidance on infection prevention & control;
 - Attending Trust Induction & mandatory training programmes in infection prevention & control;
 - Including infection prevention & control as an integral part of your continuous personal/professional development;
 - Taking personal responsibility as far as is reasonably practicable, to help ensure that effective prevention & control of healthcare associated infections is embedded into everyday practice & applied consistently by you & your colleagues.

General

- To provide services in a manner that enables all members of the community to access them, irrespective of race, ethnic origin, physical or mental disability and access appropriate services to their age and gender.
- To undertake training to meet the requirements of your role.
- To behave in a manner that respects the differing needs and cultures of other staff.
- To actively participate in an Annual Appraisal and provide evidence to demonstrate achievements towards your Knowledge and Skills Framework.
- To demonstrate the Trust's core behaviours in delivering a quality service to both internal and external customers
- To identify your development needs within the Annual Appraisal to ensure that any CPD requirements are achieved and demonstrated in practice.

This Job Description provides a guide to the duties and responsibilities of the post and is not an exhaustive list. The postholder may be asked to undertake any other relevant duties appropriate to the post. The Job Description may be amended over time, in consultation with the postholder to meet the needs of the service.

| | |
|--------------------------------|--|
| Date Job Description Compiled: | |
|--------------------------------|--|

PERSON SPECIFICATION

Job Title:

Directorate:

| CRITERIA | ESSENTIAL | DESIRABLE | ASSESS BY (see key below) |
|--|---|-----------|---------------------------------|
| QUALIFICATIONS, TRAINING, KNOWLEDGE | <p><i>Need to include the following as a minimum requirement:</i></p> <ul style="list-style-type: none"> • Basic Numeracy & Literacy Skills to Level 1 or equivalent • Basic IT Skills <p><i>Where there is a requirement for the job holder to travel to/work at various sites across the Trust (possibly on a daily/short notice basis), then this must be clearly stated as essential in the job specification and candidates shortlisted and appointed on this basis.</i></p> | | |
| SKILLS | | | |
| PERSONAL QUALITIES | | | |
| EXPERIENCE | | | |
| ATTITUDE | | | |

Key

- A = Application Form
- I = Interview
- HS = Health Screening
- P = Portfolio
- C = Certificate/Other Documents
- R = References

ADVERT

| | |
|--|---|
| JOB TITLE | |
| DIRECTORATE | |
| DEPARTMENT | |
| BAND/GRADE | |
| SALARY RANGE | |
| HOURS (e.g. FT/PT/Shifts) | |
| CONTRACT TYPE (e.g. Fixed Term or Permanent. If Fixed Term, state duration) | |
| JOB LOCATION/BASE | |
| DESCRIPTION <i>ADVERT TEXT (ENSURE YOU CHECK THE ESSENTIAL REQUIREMENTS FROM THE PERSON SPECIFICATION AND INCLUDE THESE IN YOUR ADVERT)</i> | Optional advert paragraph where appointment is subject to satisfactory CRB check. <u>"This post is subject to satisfactory CRB check at [Standard/Enhanced]** level (**delete as appropriate)"</u> |
| RECRUITING MANAGER'S CONTACT DETAILS FOR INFORMAL ENQUIRIES | Name: Tel No: Bleep No (where applicable): Email address (where applicable): |
| HOW TO APPLY | Applicants should apply on-line at www.jobs.nhs.uk |
| JOB REF NO | |
| CLOSING DATE | |

**OCCUPATIONAL HEALTH DEPARTMENT
PRE-EMPLOYMENT RISK ASSESSMENT**

| | |
|-------------|--|
| Job Title | |
| Department | |
| Directorate | |

This Risk Assessment identifies in line with Health and Safety legislation, any work duties or activities undertaken by the individual which may require them to have further assessment by Occupational Health. Once this Risk Assessment document is completed, it will form the basis for baseline pre employment screening and health surveillance undertaken in Occupational Health.

| Duties/ Activities | Risk | |
|--|------|----|
| | Yes | No |
| Exposure Prone Procedures (EPPs) | | |
| <i>EPPs include those where the HCW's gloved hands may be in contact with sharp instruments, needle tips and/or sharp tissue (spicules of bones & teeth) inside a patient's open body cavity, wound or confined anatomical space where the hands or fingertips may not be completely visible at all times.</i> | | |
| Social Contact with Patients | | |
| Physical Contact with Patients | | |
| No Contact with Patients | | |
| Handling Patients | | |
| Handling Objects | | |
| Contact with Latex products | | |
| Shift Working | | |
| Night Shift Working | | |
| Regular work with Computers/ Display Screen Equipment | | |
| Driving Works Vehicles | | |
| Exposure to Radiation | | |
| Working at Heights as defined by the Work at Height Regulations | | |
| Working in Sewers or Confined Spaces as defined in the Confined Spaces Regulations | | |
| Lone Working as defined in the Trust's Person Working Alone Policy | | |
| Exposure to noise, above the action levels as defined in the Control of Noise at Work Regulations | | |
| Exposure to vibration, above the action levels as defined in the Control of Vibration at Work Regulations | | |
| Exposure to Isocyanates | | |
| Exposure to any dusts, vapours or gases listed as respiratory sensitisers or irritants under Control of Substances Hazardous to Health (as amended) | | |
| If Yes, Please Specify: | | |
| | | |
| Exposure to any dusts, vapours or gases listed as skin sensitisers or irritants under Control of Substances Hazardous to Health (as amended) | | |
| If Yes, Please Specify: | | |
| | | |
| Name of person completing the Risk Assessment form | | |
| Job Title | | |
| Date Completed | | |

**HUMAN RESOURCES - EMPLOYMENT SERVICES
INTERVIEW SCHEDULE**

| | | | |
|---------------------------|--|-----------------------|--|
| Vacancy Title: | | | |
| Vacancy Reference Number: | | Department: | |
| Date of Interview: | | | |
| Venue: | | Candidates Report to: | |

Panel (*nb Panel members should be mixed where ever possible*)

| Name | Designation | Location/Site |
|---------------------------|-------------|---------------------------|
| | | |
| | | |
| | | |
| | | |
| | | |
| Panel Pre-meet: | | Start time of interviews: |
| Length of each Interview: | | |
| Length of presentation: | | |

Applicants Shortlisted:

| Applicant Number | Time | Applicant Number | Time |
|------------------|------|------------------|------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Comments: Title and Length of Presentation, PowerPoint, Typing Test and equipment requirements

| | | | |
|---|--|--------|--|
| | | | |
| Name, job title & telephone number of contact person for interviewees to contact to confirm their attendance: | | | |
| | | | |
| Signature: | | Name: | |
| Extension: | | Bleep: | |
| Date: | | | |

PLEASE EMAIL THIS FORM BACK TO THE RECRUITMENT ADMINISTRATOR ENSURE THAT THE FORM IS FULLY COMPLETED

**EMPLOYMENT SERVICES
INTERVIEW SCHEDULE
GUIDANCE NOTES**

The email indicated below will have been sent to you.

Dear Colleagues,

Please find attached shortlist forms and guidance notes for your current recruitment campaign.

You will notice that the short listing procedure has been changed and improved upon on NHS Jobs and we have issued you with guidance notes to help you with this.

To ensure you have short listed correctly please download your job specification which is attached to this current recruitment campaign. Once you have completed your short list please submit and forwarded your complete interview schedule at the earliest opportunity to ensure that we can process interview documents 7 – 10 days prior to your interview date.

If you have any queries or are experiencing any difficulties with this process please contact as indicated below.

- You are requested to return your completed short listing via email to the recruitment administrator; all sections of the interview schedule must be completed with the relevant information.
- All panel members to be aware that in order to complete the interview process in a timely manner sufficient time must be allowed to send out interview emails and letters.
- All short listed applicants must meet the essential criteria of the person specification and if appropriate the desirable criteria.
- Any off-line application forms must be returned to the Recruitment Administrator.
- If you have any special requirements such as presentation instructions with equipment availability, typing tests etc, please ensure these details are noted on the interview schedule prior to it being returned to Employment Services.
- Interview packs will be prepared as soon as possible to ensure a timely turn around for candidates to receive interview letters. The recruiting manager will be advised as soon as the interview pack is ready for collection.
- Applicants with a disability, who meet the requirements of the person specification and are supported by a Disability Employment Advisor, are guaranteed an interview.

CONFIDENTIAL**HUMAN RESOURCES DEPARTMENT****INTERVIEW PROGRAMME**

| | | | | | |
|---|--|--------------------------|-----------------------------|-------------------|--|
| Vacancy Title: | | Reference Number: | | Band/Grade | |
| Department/Ward: | | | Directorate: | | |
| Date of Interview: | | | Venue: | | |
| Candidates Report to: | | | Panel Pre-Meet Time: | | |
| Candidate Contact: (Taken from Shortlist Form) | | | | | |

| Time of Interview | Candidate Number | Candidate Name | Candidate Contact Details | Candidate Special Requirements i.e. wheelchair access | Attended Interview (yes/no) | Reason for being Successful or Unsuccessful | Would reconsider if advertised vacancy in future (yes/no) |
|--------------------------|-------------------------|-----------------------|----------------------------------|--|------------------------------------|--|--|
| | | | | | | | |
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**Following Interviews, Please return this completed form to
Employment Services Supervisor, Human Resources Department, Trust HQ, SRH.**

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| | | | | | | | |
| | | | | | | | |

Presentation Topic or details of Test (if applicable):

| |
|--|
| |
|--|

Interview Panel:

| Name | Designation | Signature |
|------|---------------|-----------|
| | (Panel Chair) | |
| | | |
| | | |
| | | |
| | | |

Job Offer - The following section should be completed by the Interview Panel Chair

| Job Offer Made – Candidate Name | Base on Which Post is Offered (Permanent/ Temporary/Fixed Term/ Secondment) | Salary offered above the minimum (please complete appendix 1) | Hours Per Week | Additional Comments |
|---------------------------------|---|---|----------------|---------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Please note if the salary is above the base of the grade then appendix 1 must be completed and forwarded to your Divisional HR Manager (DHRM) prior to the new appointee receiving a start date. If you need to discuss please contact your DHRM in the first instance for advice.

**Following Interviews, Please return this completed form to
Employment Services Supervisor, Human Resources Department, Trust HQ, SRH.**

Additional Comments following interview for Employment Services:

**Following Interviews, Please return this completed form to
Employment Services Supervisor, Human Resources Department, Trust HQ, SRH.**

CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST

HUMAN RESOURCES DEPARTMENT

NOTIFICATION OF STARTING SALARY

This form must be completed and signed by the Divisional Human Resources Manager, Director or Deputy Director of HR for all appointments where the starting salary is other than the minimum point of the pay band.

Vacancy Reference No: _____

Job No: _____

Directorate: _____

Department: _____

Job Title: _____

Pay Band: _____

Pay Range: From: _____ To: _____

Employee Name: _____

Starting Salary: _____ Pay Point: _____

State reason(s) why the starting salary is above the minimum/"normal pay point:

Evidence used to support decision:

KSF Elements/Criteria used to support decision:

Have checks been made to verify that the salary is equitable with other employees within the Department/Trust with similar knowledge, skills, experience and duties?

YES/NO (If not – please explain why):

Signed: _____ Date: _____
(DHRM/Director/Deputy Director of HR)