NOTE:

As NHS Grampian includes Grampian NHS Board, Grampian University Hospitals NHS Trust and Grampian Primary Care NHS Trust, all references to NHS Grampian within this policy apply equally to each of these organisations.
This policy is also available in large print and on computer disk. Other formats can be supplied on request.

Please call our <Contact – Name/Position> on <Contact – Telephone number> for a copy.
NHS GRAMPIAN
RECRUITMENT AND SELECTION POLICY FRAMEWORK

1. PURPOSE

Recruitment is an investment decision with long term implications. Successful recruitment is more than filling a vacancy, it depends on finding applicants with the appropriate level of skills, knowledge and experience who will identify with the aims and values of the organisation and make a contribution towards them.

Recruitment is also an important interface with the public, which reflects on the organisation that has significant public and patient relations implications for NHS Grampian.

High standards of planning, decision making and equality of opportunity underpins the recruitment process.

The following procedure has been prepared in partnership and reflects current good practice and the spirit and letter of current legislation.

These guidelines have been produced specifically to assist Appointing Officers when recruiting by specifying the principles and processes as well as outlining the service provided by the Grampian HR Service Centre (HRSC).

2. AIMS AND PRINCIPLES

- To ensure recruitment needs based on organisation needs – ie following development of Local Health Plan/workforce redesign/staffing levels, etc
- To ensure equality of opportunity, fairness, consistency across all staff groups
- To ensure transparency and openness to scrutiny
- To pursue competency based approach – in line with good practice
- Promoting internal staff development wherever possible
- In line with NHS and non-NHS good practice
- Requiring Appointing “Officer” with selection skills and sound planning and administration ability
- To ensure all applicants, including unsuccessful, who may be future employees, have a positive image of the NHS in Grampian
3. GUIDELINES FOR GOOD PRACTICE

Put in place processes to ensure:

- All Appointing Managers will have knowledge/be trained in Recruitment and Selection Practice Coaching and Support

- All posts (new, replacement, redesign, secondments) will be advertised internally – to tap potential for staff development

- Information for candidates will include Role Profile, Grade, Terms and Conditions, together with explanation of selection process

- Competency based structured interview (see Appendix 1) is the preferred method of selection although testing and other techniques, presentation/psychometrics may be used for supportive evidence

- Nobody will be appointed without an interview

- All interviewed internal candidates will be offered feedback for personal development

- Line Manager/Immediate Supervisor will lead process including interview

- HR professional may provide advice and quality assurance – on recruitment and staff development

- Line Manager training will be based on a “How to” Recruitment Toolkit (Needs analysis, workforce planning, role profiles, advertising, shortlisting, interviewing … PDPs, including underpinning Employment Law)

- Accountable budget holder will normally approve vacancy and recruitment authorisation. Occasionally this may be elevated to Senior Manager level

- Ensure records of shortlisting and interview decision making is kept for 6 months

- Good practice guidelines will be reviewed in partnership (initiated by an HR Manager with lead responsibility for recruitment and selection standards)

- Recruitment process flowchart (see Appendix 2)
COMPETENCY BASED SELECTION PROCEDURE

Competency based recruitment and selection is part of a continuum which includes the following elements:

- Job Analysis
- Development of Role Profiles
- Self Assessment Application Form
- Interview Assessment Evaluation
- Feedback following interview
- Performance and Development Planning for appointed staff

**Step 1  Job Analysis**

What is the role?
What are the key tasks?
How is the role performed?
What are the competencies required?

By answering these questions a competency based role profile can be developed. An example of a competency based role profile is attached.

**Step 2  Selection**

Having identified the key competencies required for the post the key success criteria to be assessed in a selection process are identified (normally around 6). For this process a self assessment application form and interview assessment evaluation are used. Examples of copies attached. These key success criteria may also be used as the basis of the request for references.

**Step 3  Ongoing Development**
The same competencies should be used for the performance and development planning for individuals appointed. They should also be used to provide structured feedback to unsuccessful applicants.
EXAMPLE OF ROLE PROFILE

1 ROLE DETAILS

<table>
<thead>
<tr>
<th>TITLE</th>
<th>Lead Nurse</th>
</tr>
</thead>
<tbody>
<tr>
<td>REPORTS TO</td>
<td>LHCC General Manager</td>
</tr>
<tr>
<td>ACCOUNTABLE TO</td>
<td>LHCC General Manager</td>
</tr>
<tr>
<td>PROFESSIONALLY ACCOUNTABLE TO</td>
<td>Nursing Director</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Aberdeen &amp; North LHCC</td>
</tr>
</tbody>
</table>

2 ROLE PURPOSE & CONTEXT

- Working as an integral part of the LHCC Management Team, to develop the identity of the co-operative & its ability to deliver high quality health care via agreed strategic & operational objectives of the LHCC.

- To facilitate the development of integrated team working by enabling, supporting and empowering front line nursing staff to enhance their skills and contribution within primary care.

- To represent the co-operative in professional nursing issues, liaising with all agencies within the PCT and nationally as appropriate to create the smooth implementation of joint working within the co-operative area.
### 3 KEY RESULT AREAS

<table>
<thead>
<tr>
<th>% of time</th>
<th>Key Knowledge/Skills/Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Professional Advice &amp; Support</strong></td>
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<tr>
<td></td>
<td>• Provide a professional advisory role on an individual basis to all nurses within the LHCC, supporting nursing teams in areas of practice and service development as required</td>
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<tr>
<td></td>
<td>• Provide professional advice &amp; guidance in all disciplinary cases affecting nursing staff</td>
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<td></td>
<td>• Within the agreed policies and procedures for handling complaints, assist individual practices &amp;/or the General Manger in the investigation and reporting of complaints in relation to nursing practice</td>
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<td></td>
<td>• Facilitate the implementation of a comprehensive and continuing education and training strategy for nursing taking cognisance of the emerging practice development in response to the work &amp; priorities of LHCC</td>
</tr>
<tr>
<td></td>
<td>• Encourage the development of clinical supervision within practice teams adopting a flexibility of approach in varying situations</td>
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<tr>
<td></td>
<td>• Wide knowledge of NHS &amp; current nursing issues</td>
</tr>
<tr>
<td></td>
<td>• Experience of managing a team</td>
</tr>
<tr>
<td></td>
<td>• Supervisory skills</td>
</tr>
<tr>
<td></td>
<td>• Ability to think strategically</td>
</tr>
<tr>
<td></td>
<td>• Leadership, relationship building &amp; collaborative skills</td>
</tr>
<tr>
<td></td>
<td>• Analytical &amp; Logical Thought Processes</td>
</tr>
<tr>
<td></td>
<td><strong>Promoting Nursing Team Development</strong></td>
</tr>
<tr>
<td></td>
<td>• Develop a strong team approach to the development of nursing practice ensuring strong links with Team Leaders</td>
</tr>
<tr>
<td></td>
<td>• In collaboration with team leaders, Nursing Director and other colleagues, initiate and contribute to such protocols &amp; policies as may be required to assist practitioners in the delivery of safe practice</td>
</tr>
<tr>
<td></td>
<td>• Develop links with other primary care based nursing teams including CPNs Mental Health, Elderly and Learning Disabilities and health maintenance clinic staff, to promote an integrated approach to service delivery</td>
</tr>
<tr>
<td></td>
<td>• Teamwork</td>
</tr>
<tr>
<td></td>
<td>• Persuading &amp; influencing skills</td>
</tr>
<tr>
<td></td>
<td>• Ability to operate in formal &amp; informal networks</td>
</tr>
<tr>
<td></td>
<td>• Well developed communication &amp; interpersonal skills</td>
</tr>
<tr>
<td></td>
<td>• Change Facilitator</td>
</tr>
<tr>
<td></td>
<td>• Coaching &amp; Mentoring skills</td>
</tr>
<tr>
<td></td>
<td>• Staff motivational &amp; development skills</td>
</tr>
</tbody>
</table>
### Service Development

- Contribute to the strategic development of the LHCC, bringing relevant experience and expertise to the wider agenda of the LHCC
- Contribute to the development of a culture which supports the clinical governance agenda, supporting nursing staff to gain the necessary knowledge & understanding in order to accept accountability for the maintenance & improvement of the design of services and standards of patient care. This will involve clinical audit, research and quality of service initiatives
- Work closely with practice teams & other clinical groups in the redesign of services leading to integrated care pathways and form robust links with colleagues in the Acute Trust to develop enhanced cross boundary clinical care
- Influence the development of information systems within the LHCC ensuring that the nursing practitioner perspective is taken into account

### Trust Wide Nursing Services

- Work in partnership with stakeholders to develop strategies that ensure specialist nursing services are responsive to the needs of patients.
- Build & maintain relationships with key stakeholders to ensure achievement of shared objectives
- Develop innovative approaches to training needs & training solutions.
- Co-ordinate the Trust wide nursing services that are hosted within the LHCC
- Ensure specialist nurses play key role in development of respective services

### Key Skills

- Problem solving skills
- Information management knowledge & expertise
- Managing deadlines & priorities
- Project Management skills
- Ability to work across organisational/ agency boundaries
- Change management
Transitionary Management Role

The underpinning principle of the role is one of professional and facilitation of enhanced nursing practice and contribution to the wider LHCC strategic agenda.

It is recognised however that that there will be a period where the post holder may be called upon to provide a more traditional nurses manager role to assist the Chairman & the General Manager and the LHCC to function and maintain quality care delivery. Within this the objectives will be to

- To work alongside team leaders to assess the team's current position.
- To plan a development programme designed to meet the needs of the individual teams.
- To oversee its implementation and evaluate its effect.

- Setting high standards & promoting team working
- Understanding & commitment to clinical governance objectives
- Leadership in managing performance & development of staff

4 AVAILABLE GUIDANCE

Nursing Director
General Practitioners
LHCC Chair & General Manager
Clinical Governance Directorate
Other Trust Managers – Human Resources, Facilities, finance
Trust Policies & Procedures
LHCC Implementation Plan

FREEDOM TO THINK

The postholder will have a great deal of autonomy to develop new ideas and to build relations in close consultation with others within a framework that meets LHCC requirements.

5 DIMENSIONS

7 General Practices
55,000 Practice Population
Nursing Staff
Specialist Nurses
6  STAKEHOLDER RELATIONSHIPS

Within Trust:  GP Practice & Trust staff and managers within LHCC
              Other LHCC practice development managers
              Professions Allied to Medicine

External:     GUHT
              Service User/Patient Groups
              Local Authority
              Voluntary Agencies

7  SPECIFIC EXPERIENCE/QUALIFICATIONS

Degree level of education desirable.
Community nursing qualification essential.
Three years experience in a leadership role within primary care.

8  JOB DESCRIPTION AGREEMENT

Managers Signature  Date

Title
## EXAMPLE OF COMPETENCE BASED APPLICATION FORM

### PERSONAL DETAILS

| NAME: | JOB TITLE: |
| HOME ADDRESS: | WORKPLACE ADDRESS: |
| HOME TEL NO: | WORK TEL NO: |

### POST OF Lead Nurse, Aberdeen & North. – REQUIRED COMPETENCIES

<table>
<thead>
<tr>
<th>PLEASE DESCRIBE ACHIEVEMENTS IN THIS AREA:–</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wide knowledge of NHS &amp; current nursing issues.</td>
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<td>Experience of managing teams – evidence of leadership, relationship building &amp; collaborative skills etc.</td>
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<td>Development of new services/ changes to existing services – Change Management, Facilitation, Negotiation &amp; Conflict Resolution Skills.</td>
</tr>
<tr>
<td>Skills in Leading, Planning, Implementing &amp; Evaluating Projects across organisational/ agency boundaries.</td>
</tr>
<tr>
<td>Development of own professional practice &amp; team’s professional practice showing understanding &amp; commitment to clinical governance objectives.</td>
</tr>
<tr>
<td>Development of services through research, audit &amp; evidence-based practice.</td>
</tr>
<tr>
<td>Development of communication/information management systems.</td>
</tr>
<tr>
<td>Skills in identifying own/staff development needs that contribute to service plans.</td>
</tr>
</tbody>
</table>

**REFERENCES**

NAME:  
ADDRESS:  

NAME:  
ADDRESS:  

PLEASE FORWARD THIS FORM, ALONG WITH YOUR CURRICULUM VITAE TO . . .
## Example of Competence Based Interview Assessment/Evaluation

**Position:**

**Candidate Name:** ____________________________  
**Interview Date:** ____________________________

<table>
<thead>
<tr>
<th>Success Factor (Competency)</th>
<th>Weighting</th>
<th>Possible Question</th>
<th>Evidence/Assessment</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wide knowledge of NHS &amp; current nursing issues.</td>
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<td>5</td>
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<tr>
<td>6</td>
<td>Development of services through research, audit &amp; evidence- based practice.</td>
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<td></td>
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<tr>
<td>8</td>
<td>Skills in identifying own/ staff development needs that contribute to service plans.</td>
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**Recommendations**

**Notes**

Weighting: 3 = High, 2 = Medium, 1 = Low

Scores: 3 = High, 2 = Medium, 1 = Low

Assessors Name: ___________________________  Date: ________
Recruitment Process Flowchart

Is there a Vacancy?

Authorised Vacancy

Complete Vacancy Form, Prepare Job Description & Person Spec

Attach Job Description & Person Spec + Draft Advert to Vacancy Form

Advertise

Application forms issued

Shortlisting

Invite to interview

Selection Process

Outcome / Interview Conditional Verbal Offer

Book OHS – SCRO Induction

Appointment Letter

HRSC

Contract of Employment

Induction / PDP

Refer to Service Plans Workforce Plans Redesign

Appointing Officer

Appointing Officer

Recruitment Officer

Recruitment Officer

Appointing Officer & Panel

Recruitment Officer

Appointing Officer & Panel

Appointing Officer

Recruitment Officer

Appointing Officer

If assistance required please contact the HRSC or a member of the Personnel Team