

# Recruitment and Selection Policy

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# Recruitment and Selection Policy

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# Recruitment and Selection Policy

## 1. Introduction

BrisDoc's policy is to recruit the best person with the necessary skills, expertise and qualifications for the job, ensuring excellent service is provided to patients.

This policy aims to provide a standard and equitable framework for the recruitment and selection of staff at BrisDoc. BrisDoc's process adheres to the NHS Employers Safer Recruitment Guidelines and complies with standards set out by the Care Quality Commission (CQC).

This recruitment process applies to two different groups of people, collectively referred to as 'staff', so that the right people with the right skills are recruited into the right role:

- **Co-owners** - this specifically relates to team members who are 'employed' on a salaried basis (whether fixed term or permanently) and have a regular hours contract with BrisDoc. They are 'employees' as legally defined by the Employment Rights Act 1996 and have specific employment rights.
- **Casual workers** (also known as bank staff) – this specifically relates to team members who have an 'engagement' with BrisDoc rather than 'employment'. This staff group have no obligation to provide or perform work and, therefore, have no employment rights.

All co-owners involved in the recruitment and selection process will have particular regard for best practices in recruitment and selection techniques, ensuring equality of opportunity. BrisDoc is responsible for ensuring that all co-owners are treated fairly and equitably, and that any appropriate current legislation is followed. To carry out this responsibility to the highest standard, it is essential that recruitment practices are consistent and managed in the most effective and efficient manner.

Successful recruitment depends on attracting and appointing people with the most appropriate level of skills, abilities, and qualifications who will identify with the values, aims, and objectives of BrisDoc and see themselves as making a positive contribution toward delivering the company's objectives.

## 2. Objectives of the Recruitment and Selection Policy

For ease of use, this policy is structured to flow toward a standard recruitment & selection process. The policy should ensure the timely, safe and compliant recruitment of co-owners and / or casual workers across all BrisDoc services.

This policy should be used in conjunction with, and is supported by, the following guidance and NHS legislation:

### NHS Employment Check Standards (NHS Employers)

- Verification of identity checks
- Right to work checks
- Professional registration and qualification checks
- Employment history and reference checks
- Criminal record checks
- Occupational health checks

## 3. General Principles

### 3.1 Equal Opportunities

BrisDoc recognises the skills and abilities of all individuals, irrespective of sex, race (including ethnic or national origins, colour, and nationality), nationality, marital status, sexual preference,

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religion, disability, age, dependent responsibilities, or ethnic origin. BrisDoc is firmly committed to ensuring that all applicants for positions are treated fairly and equitably.

Through the recruitment and selection policy and by monitoring its implementation, BrisDoc aims to provide a positive framework within which candidates can demonstrate their abilities. Recruiting managers will be vigilant about potential areas where discrimination might occur in the recruitment process and will take affirmative steps to avoid direct or indirect discrimination.

All managers with BrisDoc must adhere to the Equal Opportunities and Managing Diversity Principles in employment, which are:

- Fairness
- Equity for all
- Inclusiveness
- Honesty and Impartiality

BrisDoc staff who interact with the public are expected to:

- Treat everyone equally
- Communicate honestly and impartially
- Make suitable arrangements for those with hearing or visual impairments, speech impairments, or those for whom English is not their first language.

All staff members will have fair and equal access to apply for both internally and externally advertised positions.

The People Team will monitor all advertisement text and recruitment materials to ensure compliance with equal opportunities principles and legislation. Compliance will also be monitored during the shortlisting and selection stages of the recruitment process.

Equal opportunities monitoring data will be collected from the application forms and input into The People Team database. Annual monitoring reports will be submitted to the Board of Directors.

### 4. Roles and Responsibilities

**Recruiting Manager:** The manager is responsible for leading the recruitment and selection process, and this policy designates that individual as the Recruiting Manager. Recruiting managers are required to follow this policy and process, ensuring that anyone involved in the recruitment process is familiar with the Policy.

Recruiting Managers are also responsible for effective communication with the People Team throughout the process i.e., from creation of a vacancy through to confirming offer details for the candidate.

**The People Team** - the People Team are responsible for establishing a fair and effective recruitment and selection process for all applicants and ensure that local recruiting managers are following the policy and procedure, providing advice and assistance as required.

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The People Team will also coordinate and administer the advertising and recruitment of staff, offering advice and guidance on all aspects of the recruitment process. They may also participate in interview panels or recruitment exhibitions upon request.

### 4.1 Policy

To ensure BrisDoc are compliant with the NHS Employment Checks there are certain policy requirements within the recruitment process:

#### Information/Documents that need to be shared with The People Team:

- The People team must be notified of all recruitment needs prior to any recruitment process starting.
- Vacancy request forms must be completed by the recruiting manager, along with the Job Description and Person Specification prior to advertising

#### Recruitment Requirements and Stipulations:

- The recruitment process must go through BrisDoc's Applicant Tracking System (Trac) unless an exception is agreed between the People Business Partner and Recruiting Manager.
- Unless by exception and agreed by the Recruiting Manager and People Business Partner all vacancies must be advertised internally.
- It is unlawful for employers to ask about an applicant's health or disability prior to making an offer of appointment, for any reason other than the exceptional circumstances outlined within the Equality Act. The Act also places a duty on employers to consider any reasonable adjustments (as far as practical) to ensure that people with disabilities are not disadvantaged during the recruitment process and, are treated fairly when considering working arrangements and the working environment.
- Recruiting Managers must not state or imply in a job advert that you'll discriminate against anyone. This includes saying that you are not able to cater for workers with a disability or phrases such as 'recent graduate' as they could discriminate against younger/older people or people with disabilities.
- When recruiting or interviewing Recruiting Managers must not ask about protected characteristics (<https://www.gov.uk/discrimination-your-rights>) or whether they are married, single or in a civil partnership, have children or plan to have children.
- Recruiting Managers can only ask about health or disability if there are necessary requirements of the job that cannot be met with reasonable adjustments.
- Recruiting Managers can only ask for someone's date of birth on an application for if they must be a certain age to do the job. Recruiting Managers can ask someone their date of birth on a separate equality monitoring form. Recruiting Managers should not let the person selecting or interviewing candidates see this form.
- Recruiting Managers must not use a membership of a trade union as a factor in deciding whether to employ someone.

#### Recruitment Process:

- The Recruiting Manager should shortlist applications and inform the People Team who will be interviewed and the desired style of interview (including whether in-tray exercise/presentation used).
- After the interview, Recruiting Managers should inform the applicants if they are successful or unsuccessful.

#### Pre-Employment Checks:

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- An identity check must be completed after the interview process to ensure that the individual is who they say they are e.g. a Full, signed UK passport or other nationalities passport, a UK full or provisional photocard driving licence. Employers have a duty of care to their employees to ensure that they, and their workplaces, are in line with health and safety obligations and equality law.
- Criminal record checks should only be completed at the end of the recruitment process to help ensure that the individual is assessed on their merits and without prejudice.
- The People Team must carry out a right to work check on all successful applicants before they can be allowed to take up employment and no assumption should be made about an individual's right to work on the grounds of colour, race, nationality, ethnic or national origins, accent, or the length of time they have been resident in the UK.

### 5. SOP

#### 5.1 The Recruitment Process – Getting Started

To carry out this role effectively, you will need access to Trac. Recruitment primarily occurs via the Trac platform, making it crucial for Managers, Lead Interviewers, and Lead Short listers to utilise Trac. The Recruitment Process Sections and the Recruitment Workflow Flowchart outline how individuals can effectively employ Trac while progressing through the recruitment process.

#### 5.1 The Recruitment Workflow



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Please see Appendix 2 for links to the Trac User Guide which detail each stage of the Recruitment Workflow. The following sections will also provide information and guidance on the Recruitment Workflow.

## 5.2 How to Create a Vacancy Request

When a vacant position becomes available, the responsibility falls on the line manager to draft (or revise) the job description and person specification. These documents, along with the pertinent text for a job advertisement, should then be submitted to the People Team via Trac. Please note that it is essential that the person specification is accurate as the essential criteria will and can be used to cross check applications against during the shortlisting, along with using essential criteria to design interview questions. In addition to the job description and person specification, a person specification vacancy request form is required and to be submitted via Trac.

### Section 5.2 – Authorisation and Vacancy Request

1. Authorisation – <https://admin.trac.jobs/userguide/132677765.html>
2. Creating a Vacancy Request - <https://admin.trac.jobs/userguide/132677766.html>
3. Authorising a Vacancy Request - <https://admin.trac.jobs/userguide/132677891.html>
4. Advertising an Authorised Vacancy - <https://admin.trac.jobs/userguide/132677966.html>
5. Customising your Authorisation Process - <https://admin.trac.jobs/userguide/132678098.html>

Once the vacancy request has been received via TRAC, The People Team will check the vacancy request for accurate information, along with another other relevant information and then publish the job advertisement, job description, person specification, and application form on the 'Work with Us' page on BrisDoc's website ([www.brisdoc.co.uk](http://www.brisdoc.co.uk)) and on NHS Jobs, or any other advertising platform deemed suitable. A link will be generated within Trac which will be added to the vacancy on the BrisDoc website, this directs application the Trac login portal to begin their application.

## 5.3 Longlisting

The Longlisting functionality allows the Appointing Manager to sort applications into virtual piles whilst the vacancy is still open.

It should be used as a last resort, when screening and filtering processes have not been successful in preventing inappropriately qualified or large numbers of applicants from applying.

There are a few points to consider prior to longlisting a vacancy:

- Longlisting should be actioned whilst the vacancy is advertising.
- It is not an alternative to shortlisting but is used to reduce the number of applications sent for shortlisting.
- Single criteria from the person specification should be used to sort the applications.
- You cannot select who to interview from longlisting. All applicants who meet the essential criteria will need to be reviewed by the shortlisting panel.

### Longlisting Process and Useful Weblinks

1. Longlisting - <https://admin.trac.jobs/userguide/132678120.html>
2. Creating a Vacancy (not using authorisation) - <https://admin.trac.jobs/userguide/132678121.html>
3. Re-advertising Vacancies Using Cloning - <https://admin.trac.jobs/userguide/132678216.html>
4. Sorting Applications by Longlisting - <https://admin.trac.jobs/userguide/132678227.html>
5. Moving to Shortlisting - <https://admin.trac.jobs/userguide/132678299.html>



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## 5.4 Shortlisting

The job advertisement, person specification, and job description play a crucial role in the recruitment of suitable candidates.

The shortlisting of candidates (which takes place online via Trac) should take place immediately following the closing date for the position. The process must be completed within three working days of the closing date and at least one week before the interview. This timeline is essential to avoid losing potential applicants and to ensure that candidates receive appropriate notice.

Both the recruiting manager and the member/s of the interview panel should be involved in the shortlisting process. The shortlisting manager should be able to provide justifications for their decisions. It's important to note that where there is no evidence demonstrated on the application form, relevant experience should not be assumed.

Applications pass through two stages in the Shortlisting Stage:

- Shortlisting: Shortlist: Applications are individually scored by each Short lister
- Shortlisting: Evaluate: Once scoring has been completed, it is the Lead Short Lister's responsibility to move each application to a new stage (rejected or interview) and move the vacancy into interview.

When only one person meets the minimum requirements, the Recruiting Manager should consider whether the job requirements or advertising method have excluded other suitable applicants. If they are satisfied with the requirements and advertising method, and the job is traditionally difficult to fill, they may proceed with interviewing a single candidate.

In situations where a large number of candidates meet all the essential criteria of the person specification, the Recruiting Manager must revisit the shortlisting procedure to identify those who also meet the desirable criteria, thus reducing the number of candidates shortlisted. A recommended ratio is approximately 5 applicants for one vacancy.

If none of the applicants meet the minimum requirements, the job will need to be re-advertised. Before re-advertising, the Recruiting Manager should consider the following:

- Could the advertisement be improved?
- Was the advertisement displayed in the right media at the right time? (Note that August and December are known for having the least successful response due to holidays).
- Are the job requirements unrealistic? Review the Job description and Person specification.
- Is the job in the 'difficult to recruit' category?

Please see <https://admin.trac.jobs/userguide/132678335.html> for more information.

### Shortlisting Process and Useful Weblinks

1. Shortlisting - <https://admin.trac.jobs/userguide/132678335.html>
2. Editing the Shortlisting Panel/Criteria - <https://admin.trac.jobs/userguide/132678336.html>
3. Online Shortlisting - <https://admin.trac.jobs/userguide/132678352.html>
4. Updating Applications in Shortlisting - <https://admin.trac.jobs/userguide/132678383.html>
5. How to Complete the Interview Gateway - <https://admin.trac.jobs/userguide/132678424.html>



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### 5.5 Completing the Interview Gateway and Recording Interview Outcomes and Activating the Next Round

After informing the People Team of the shortlisted applicants, the People Team will proceed to invite the candidates to interview and notify the unsuccessful candidates.

The People Team will coordinate the interview date with the interview panel, which should comprise a minimum of two people.

The People Team will provide the interview paperwork which includes their application form, job description, person specification, along with the interview schedule to the Recruiting Manager in advance.

The interviewing panel should decide in advance on the interview questions which should align with the person specification. Each panel member should be allocated their questions to ask, please avoid leading questions. This approach ensures that candidates are assessed against the job criteria in a consistent and fair manner. The interview is intended to be a genuine exploration of the candidate's skills, abilities, and overall suitability for the position.

#### Interview Process and Useful Weblinks

1. Interview - <https://admin.trac.jobs/userguide/132678464.html>
2. Setting up the Interviews - <https://admin.trac.jobs/userguide/132678913.html>
3. Managing the Interviews Post Setup - <https://admin.trac.jobs/userguide/132679000.html>
4. Applicant Bookings and Handling Application Requests – <https://admin.trac.jobs/userguide/132679046.html>
5. Recording the Interview Results - <https://admin.trac.jobs/userguide/132679114.html>
6. Informing the Applicants of their Interview Outcome - <https://admin.trac.jobs/userguide/132679279.html>

### 5.6 Recording Interview Outcomes and Moving a Vacancy to Offer

After interview the applicants and vacancy are move to the offer stage.

To review how to Record the Interview Outcome and Move to Offer please see <https://admin.trac.jobs/user guide/132679225.html>

Applicants can be moved to:

- Offer Pending: This is the stage before their conditional offer letter is sent. It is at this point that conditional offer letters can be sent. <https://admin.trac.jobs/userguide/132679314.html>
- Offer Reserve list: To hold applicants in the case the successful candidate rejects the offer or is withdrawn. <https://admin.trac.jobs/userguide/132679310.html>

Before you send a conditional offer letter, you will first need to update key employment checks. The employment checks will be displayed in a What Next Prompt on the candidates file.

Once the employment checks have been set, a conditional offer let can be prepared and sent.

Please see <https://admin.trac.jobs/userguide/132679348.html> for more information.

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## 5.7 Employment checks

Once a conditional job offer has been made, the People Team will conduct all necessary employment checks including:

- References
- Occupational Health clearance
- Disclosure & Barring Service Checks - see DBS Policy & Procedure
- Professional Registration (if applicable) - see Professional Registration Policy
- Performers List for GPs - see Professional Registration Policy
- Work Permits
- MMR, Hep B and TB status (if applicable)

Please see <https://admin.trac.jobs/userguide/132679682.html> for more information.

## 5.8 How to check an incoming reference

Incoming references need to be checked on Trac – please see <https://admin.trac.jobs/userguide/132679966.html> for more information.

References should be obtained from the current or most recent employer of the applicant and should provide information about the dates of employment, job title, and details of the post, as well as the candidate's performance in their main duties and responsibilities. During the recruitment process, at least one reference must be received from the candidate's line manager or the line manager's manager, but references from relatives are not accepted. For clinical staff, referees may include a Clinical Supervisor. All references must meet BrisDoc's standards for satisfaction before a person can commence employment.

Verbal references should generally not be accepted. However, if a verbal reference is provided, the content should not contain any statement that the referee would not be willing to make in writing. When taking a verbal reference, a standard reference form should be used to document the details of the conversation with the referee, clearly indicating that it was a verbal reference. This form should then be emailed or faxed to the referee for their signature.

In cases where a referee refuses to provide a reference, the recruiting manager must discuss this with the candidate and request details of another suitable referee.

If a reference indicates that the applicant has a high level of sickness absence, the People Team will initially cross-check the interview questions, specifically focusing on the question: 'Is there anything else we should be aware of that might come up in a reference?' This should be done before speaking to the Recruiting Manager. The Recruiting Manager should discuss the sickness record with the applicant to allow them to elaborate on any underlying reasons for their absences, such as extended sickness leave for a planned operation. Any offer of employment is conditional upon Occupational Health clearance, which should be communicated to the applicant. The Recruiting Manager may seek advice from the People Team and/or Occupational Health at Work concerning individual circumstances. It might be necessary for the Recruiting Manager and/or People Team to meet with the applicant to address their concerns and explain BrisDoc's expected level of attendance, which will be monitored from the start date. If the past sickness levels and their likely continuation raise doubts about the individual's ability to fulfill the required duties, BrisDoc reserves the right to review the employment offer.

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### 5.9 Sending a Starter Letter and Onboarding

Once all necessary onboarding checks have been completed and the People Team have given the go ahead the line manager can reach out to the new recruit to arrange/confirm a start date. All the necessary information is then submitted to the People Team for the creation of a contract for the new employee. Contracts must be received by the new recruit before and by their start date and not after they have started.

Please see <https://admin.trac.jobs/userguide/132680092.html> for further information on sending a starter letter.

It's essential that all new starters at BrisDoc undergo an orientation program that covers all statutory requirements.

For auditing purposes, the Recruiting Manager should complete induction checklists for each new starter and return them to the People Team at the end of the required period. For more details on the induction procedure, please refer to the Induction Policy.

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### 5.10 Example timetable

ACTION	TIMESCALE	
1. Planning stage for line Manager (LM)	No specified timeframe – timing subject to LM	
2. LM completes job description / person spec.  LM completes Vacancy Request Form (VRF) via Trac and submits for approval by People Team.		
3. The People Team will review the VRF, if suitable will add in additional information as required by Trac or contact LM to find out further information.  Once VRF accepted by People Team and additional information added, the post will then be advertised in relevant publications.	Advertising via Trac will take between one to three days.  Advertising will be posted on NHS Jobs, Indeed and Jora (if suitable), LinkedIn, HealthjobsUK, BrisDoc Website and Avon LMC.  *Could take up to 21 days for adverts to appear in certain external publications due to dates of publication	Up to 5 weeks
4. Closing date (no less than 2 weeks when advert appeared)	Advert appears for 14 days depending on post and publication	
5. Applications are received via Trac into Longlisting and The People Team will move them to Shortlisting for the LM to review. The LM needs to log into Trac to view the anonymised applications for Shortlisting.	Up to 2 weeks to receive applications up to closing date.  3 days between closing date and LM receiving anonymised application forms	Up to 2 weeks
6. LM shortlists applications and informs The People Team who will be interviewed and the desired style of interview (including whether in-tray exercise / presentation used).  LM to shortlist via Trac using online shortlisting criteria. If suitable move candidate to interview via Trac and set up interview schedule within Trac. LM to contact unsuccessful applicants and move vacancy on Trac to interview stage. And LM to either set up interview stages or leave for The People Team to set up.	Up to 5 days from receiving application forms	Up to 5 days from receiving application forms
7. The People Team invites shortlisted candidates to interview via Trac. Applicants will be able to select their interview times depending on options given when interview set up on Trac.	7 days before interview	1 week

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8. People Team will provide the interview schedule along with application packs to the Interview Panel.	1 day	1 day
9. Interview – LM makes decision, informs the successful applicant over the telephone and The People Team will issue a conditional job offer via Trac.  The LM to also inform the unsuccessful applications over the telephone.	Up to 2 days	Up to 2 days
10. The People Team will ensure the applicant has accepted the offer via Trac prior to starting the onboarding process.	1 day	1 day
11. The People Team performs all employment checks via Trac. Upon successful completion of employment checks, applicant will be sent an unconditional offer letter/ contract of employment/casual workers agreement.	1-4 weeks after interview	1-2 Weeks (DBS can take up to 6 weeks)
12. Employment commences.	6 weeks – 3 months' notice period	6 -12 weeks
<b>Total Timescale:</b>		<b>Between 1 month-5 Months</b>

### 5.11 Conclusion

In conclusion, BrisDoc is dedicated to fostering a recruitment process that aligns with our core values of fairness, equality, and integrity. We firmly believe that recruiting and selecting the right talent is not just a matter of professional responsibility, but a testament to our commitment to the success and sustainability of our organization.

This recruitment policy outlines the guidelines and procedures that will govern our hiring process, ensuring transparency, compliance with legal standards, and the promotion of diversity and inclusion. By adhering to these principles, we aim to attract and retain exceptional individuals who will contribute to our company's growth and excellence.

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As we strive to identify and recruit the best candidates, we are also aware of our social responsibility to provide equal opportunities to all qualified applicants, regardless of their background, beliefs, or characteristics. Our commitment to equal employment opportunity and diversity is unwavering, and it will remain an integral part of our corporate culture.

We understand that the recruitment process is not static; it is dynamic and may evolve with time and changing circumstances. Therefore, we will continually review and update this policy to adapt to legal changes, industry standards, and best practices. We will also maintain open lines of communication, provide training and support to our staff involved in recruitment, and foster an environment of continuous improvement.

This recruitment policy is not just a document; it is a living embodiment of our commitment to excellence, integrity, and diversity. It is our collective responsibility to uphold these principles as we seek to bring in the best talent to BrisDoc. We welcome feedback, suggestions, and questions from our employees, candidates, and partners to ensure the effectiveness of this policy.

With this policy as our guide, we are confident in our ability to build a workforce that will drive our organization's success and growth. Thank you for your dedication to implementing this policy, and for your role in making BrisDoc a great place to work for all.

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## Appendix 1 - Types of Contracts of Employment

All new staff within BrisDoc will receive their contract of employment from The People Team or Clinical Workforce Team once all employment checks are received and are clear. It is a legal requirement to issue a contract of employment within eight weeks of the start date. Existing staff will receive a variation of contract letter.

### Permanent Regular Hours Contract

This type of contract applies to employees and has no end date – it is an ongoing contract where the individual has a set number of hours. This is normally ‘average weekly hours’ based on BrisDoc operating on a rolling 4-week rota.

### Fixed-Term Contract

This type of contract has a start and end date and is used for employees who will usually be employed on a temporary basis for a specific piece of work, eg maternity leave cover, project work, posts with short term funding.

A fixed-term contract must never be offered as an alternative to employing a permanent member of staff and should be used very cautiously with periods of employment not more than one year duration.

### Casual Workers Agreement

This agreement is used where workers work for BrisDoc on an “ad hoc” basis. This agreement sets out that the working relationship between casual workers and BrisDoc does not give rise to a relationship of employer and employee. There is no mutuality of obligation whatsoever between the “worker” and BrisDoc. This means that BrisDoc is not obliged to offer them work, nor are they obliged to accept any offer of work made by the company.

### Annualised hours contract

This type of contract is when an employee’s hours are worked out over a year. They may work more at certain times of the year, and less at others.

### Secondment

A secondment agreement will be agreed between all parties for individuals who are transferring from a substantive position with BrisDoc or another employer on a temporary basis. Once the secondment has ceased, the member of staff will return to their original position within BrisDoc or their original employer, on the same terms and conditions.

### Honorary contract

There may be occasions when an honorary contract is required for people wishing to observe the services that BrisDoc offers where an employment contract does not exist. other external services may also require an honorary contract. For example, all staff working in In addition, some existing BrisDoc staff who work at primary care centres which are shared by the GP Support Unit require an honorary contract with NHS University Hospitals Bristol (UHB).



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## Appendix 2 - Useful Website Links to the Recruitment Workflow Process

Trac User Guide – <https://admin.trac.jobs/userguide/132677715.html>

### Section 4.2 – Authorisation and Vacancy Request

- Authorisation – <https://admin.trac.jobs/userguide/132677765.html>
- Creating a Vacancy Request - <https://admin.trac.jobs/userguide/132677766.html>
- Authorising a Vacancy Request - <https://admin.trac.jobs/userguide/132677891.html>
- Advertising an Authorised Vacancy - <https://admin.trac.jobs/userguide/132677966.html>
- Customising your Authorisation Process - <https://admin.trac.jobs/userguide/132678098.html>

### Section 4.3 – Longlisting

- Longlisting - <https://admin.trac.jobs/userguide/132678120.html>
- Creating a Vacancy (not using authorisation) - <https://admin.trac.jobs/userguide/132678121.html>
- Re-advertising Vacancies Using Cloning - <https://admin.trac.jobs/userguide/132678216.html>
- Sorting Applications by Longlisting - <https://admin.trac.jobs/userguide/132678227.html>
- Moving to Shortlisting - <https://admin.trac.jobs/userguide/132678299.html>

### Section 4.4 – Shortlisting

- Shortlisting - <https://admin.trac.jobs/userguide/132678335.html>
- Editing the Shortlisting Panel/Criteria - <https://admin.trac.jobs/userguide/132678336.html>
- Online Shortlisting - <https://admin.trac.jobs/userguide/132678352.html>
- Updating Applications in Shortlisting - <https://admin.trac.jobs/userguide/132678383.html>
- How to Complete the Interview Gateway - <https://admin.trac.jobs/userguide/132678424.html>

### Section 4.5 – Interview

- Interview - <https://admin.trac.jobs/userguide/132678464.html>
- Setting up the Interviews - <https://admin.trac.jobs/userguide/132678913.html>
- Managing the Interviews Post Setup - <https://admin.trac.jobs/userguide/132679000.html>
- Applicant Bookings and Handling Application Requests – <https://admin.trac.jobs/userguide/132679046.html>
- Recording the Interview Results - <https://admin.trac.jobs/userguide/132679114.html>
- Informing the Applicants of their Interview Outcome - <https://admin.trac.jobs/userguide/132679279.html>

### Section 4.6 – Offer

- Offer - <https://admin.trac.jobs/userguide/132679309.html>
- Offer Reserve - <https://admin.trac.jobs/userguide/132679310.html>
- Offer Pending - <https://admin.trac.jobs/userguide/132679314.html>
- Conditional Offer Letter - <https://admin.trac.jobs/userguide/132679348.html>

### Section 4.7 – Employment Checks

- Employment Checks and Starter Tasks - <https://admin.trac.jobs/userguide/132679682.html>
- Employment Checks OK - <https://admin.trac.jobs/userguide/132680056.html>
- Starting Letter - <https://admin.trac.jobs/userguide/132680092.html>

# Recruitment and Selection Policy

## Change Register

The following changes have been made between the February 2021 and January 2024 version

- Change to document format
- Combined Policy and SOP
- Removed reference to Workforce Support and changed to People Team
- Added Appendix 2
- Changed example timetable in Section 5.10
- Added recruitment workflow to Section 5.1
- Changed so the process involves reference to the Trac process

Date	Version	Author	Change Details
28/02/2024	6.1	MD	Changed job titles