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Public Health
Wales

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RECRUITMENT AND SELECTION POLICY

Policy Statement

The revised Recruitment and Selection Policy reflects recent enhancements to the Trust's approach to recruitment and selection processes and systems. The policy further draws existing policy and process documents into one centralised repository and translates recent improvements made into practical guidance.

By following the guidance in the policy appointing managers, staff and the People and Organisational Development Directorate can be assured that they are operating within the confines of NHS Wales and Public Health Wales processes and policies, providing and following a fair, consistent and effective approach to recruitment and selection, as well as complying with current employment legislation, Welsh Language requirements and our Equality duties, thereby adopting best practice and mitigating any potential risk for the Trust.

The revised Policy directly supports deliverables within the People and OD Operational Plan and IMTP, by designing and delivering a clear approach to recruiting and attracting the best talent, using modern, innovative, best practice approaches, and maximising the opportunities presented by technology and social media.

This policy is inclusive of all staff regardless of age, marriage (including equal/same sex marriage) and civil partnership, disability, sex, sexual orientation, pregnancy and maternity, race, religion or belief, or gender identity. This policy is also available in Welsh in line with all other policy protocol.

Policy Commitment

This policy aims to ensure that the Trust has transparent and robust recruitment and selection procedures, enabling appointing managers to recruit and retain staff with the necessary skills and abilities to enhance the quality services provided by the Trust.

The Trust's recruitment and selection processes are carried out in accordance with current employment legislation (the Equality Act 2010), the [mandatory NHS Employment Check Standards](#) and the Welsh Language Scheme.

There are accompanying procedures and guidance documents on developing and managing a vacancy available on the Trusts [Recruitment Intranet Procedure page](#).

The Director of People & Organisational Development is responsible for overseeing the implementation of this policy and will provide information to the Executive Management Team in relation to issues raised in line with this policy.

Supporting Procedures and Written Control Documents

Other related documents are as listed below:

[Public Health Wales Recruitment Procedure - Intranet page](#) (including document library)

Fixed Term Contract Policy (TBC)

[Organisational Change Policy \(All Wales\)](#)

[Redeployment Policy](#)

[Retire & Return Scheme](#)

[Secondment Policy \(All Wales\)](#)

[Secondment Procedure – Intranet page](#)

[Values – Working together, with trust and respect to make a difference](#)

[Agenda for Change Terms & Conditions handbook](#) - Section 6(a) (England and Wales1): Career progression

[Welsh Language Scheme](#)

Scope

The policy is applicable to all current and potential employees of the Trust, line managers with recruitment responsibilities, members of the People and Organisational Development Teams, the Trust's outsourced Occupational Health providers and NHS Wales Shared Services in respect of transactional recruitment and payroll processes.

Equality and Welsh Language Impact Assessment	EHAI Assessment completed.
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Accountable Executive Director/Director	Phil Bushby – Director of People and Organisational Development
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Disclaimer

If the review date of this document has passed please ensure that the version you are using is the most up to date either by contacting the document author or [Corporate Governance](#).

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1. INTRODUCTION

Public Health Wales NHS Trust recognises that its employees are fundamental to its success. In view of this, the Trust is committed to attracting, appointing, developing and retaining qualified, motivated staff with the required skills and experience to ensure the delivery of a quality service and support its values. In order to achieve this, all managers must work within a well defined recruitment policy.

Although Recruitment activity for a manager's specific post remains the responsibility of the appointing manager, NHS Wales Shared Services Partnership (NWSSP) provides support for recruitment activity through a Service Level Agreement (SLA).

2. VALUES AND SUPPORTING VALUES BASED RECRUITMENT

The Trust defines itself by values and behaviours which are underpinned by the [Public Health Wales Values](#) it expects its staff to abide by. Our values and behaviours should underpin all recruitment activity to ensure that the Trust has the right people, with the right skills, in the right numbers, with the right values, to support effective team working and deliver excellent levels of service to the wider NHS in Wales.

3. ROLES & RESPONSIBILITIES

The Recruitment process flowchart can be seen in appendix 3 and should be used in conjunction with the Public Health Wales and NWSSP [KPI's](#).

3.1 Appointing Managers

The Appointing Managers have a responsibility to ensure that they are up to date with the recruitment and selection guidance and processes and that they act in a way that ensures the organisations recruitment, selection and appointment of staff is done in a fair, anti-discriminatory and safe manner. Public Health Wales has developed a Recruitment & Selection module to ensure managers are provided with the key understanding and principles of good recruiting standards. Please refer to paragraph 14 of this policy on how to access training.

An appointing manager will be responsible for the administrative procedures as laid on the relevant stages of the [Recruitment Intranet](#)

[Procedure page](#): Each stage of the Recruitment process and appropriate actions are detailed accordingly and accompanied by relevant PDF user guides and a document library.

3.2 People & Organisational Development

The People and Organisational Development function is required to:

- Provide advice on the vacancy approval process and the appropriate documentation that must be submitted.
- Provide advice on legislation and principles that govern the recruitment and selection process.
- Ensure that managers have adequate information, guidance and support to fulfil their role in the recruitment and selection of staff.
- Maintain close links with NWSSP to ensure compliance, quality and efficiency in all aspects of the recruitment and selection process.
- Support the delivery of Recruitment and Selection Workshops as part of a suite of Leadership Development Skills Workshops focused on good people management practice in all core areas.

3.3 NHS Wales Shared Services Partnership (NWSSP)-Recruitment

NHS Wales Shared Services Partnership now provides all Recruitment support Services for Wales. The Recruitment Services Department within NWSSP is responsible for advertising and recruiting into vacant posts in a professional, timely manner whilst ensuring that all the required pre-employment checks are undertaken in line with WHC 2005 (071) Pre and Post Appointment Checks.

Recruitment Shared Services and our organisation are measured against agreed Public Health Wales and NWSSP [KPI's](#).

3.4 Candidate responsibilities

NWSSP will confirm the verbal offer by emailing a Conditional Offer Pack. Contained within the pack will be a Conditional Offer Letter, which should be read carefully immediately upon receipt.

The email a candidate receives will ask them to book an Identity Check Meeting. It is important that candidates attend this meeting with the correct combination of documents as provided in the instructions.

The candidate's full list of responsibilities can be found in the Recruitment Intranet Procedure page, [document library](#).

4. PROCEDURE, PRINCIPLES & PROCESS GOVERNING RECRUITMENT AND SELECTION

The Trust aims to work at all times within current employment legislation (including the [Equality Act 2010](#)), Welsh Language legislation, and best practice guidelines to ensure a fair and equitable recruitment process. At each stage of the recruitment process due consideration must be paid to the legal framework attached as Appendix 1.

All Trust employees involved in the recruitment and selection process have a duty to adhere to the principles set out below at all stages of the recruitment process:

4.1 Documentation in readiness for advertising

Before any decision is made to advertise a job, the departmental budget holder should refer to the [Recruitment Intranet Procedure page](#)

4.2 Management of job applicants

All applicants are expected to apply for posts online via NHS Jobs or Trac. The Trust offers reasonable adjustment for any applicants unable to access online facilities as detailed in the guidance documents attached to each vacancy. Any exceptions to this must be as part of a recognised organisational restructure in line with the Organisational Change Policy.

All applicants will be shortlisted for interview on the basis of the information they provide on their application form. It is the responsibility of the appointing manager to oversee the shortlisting process to ensure that all decisions are based on the criteria set out in the person specification for the post and that the decisions are valid, justifiable and fair.

4.3 Conducting Interviews

All applicants must have a formal interview consisting of at least two panel members, ideally one male and one female before an appointment can be made. To avoid discrimination during an interview, line managers should be familiar with the guidelines detailed in Appendix 1 as well as those found on the [Recruitment Intranet procedure page](#). If you have a concern regarding the diversity of your panel, please contact the People & OD department.

4.4 Additional forms of Assessment & Selection

There are many additional selection and assessment techniques that appointing managers can use alongside the mandatory interview procedure which include:

- Meet and greet session
- Competency based Interview
- [Values](#) based interview
- Presentation exercise (on the day or as pre-assessment work)
- Inbox / In tray exercise
- Case study exercise with written report
- Real play
- Role play (with a professional actor)
- Occupational and Personality Assessment
- Group based exercise

For more information and guidance on using an additional form of assessment, please visit the [Interview & Assessment Methods](#) page.

4.5 Safe Appointment Practices (Pre Employment Checks including references)

Prior to an offer of employment being confirmed, [mandatory NHS Employment Check Standards](#) must be completed.

Once the action to appoint has been made in line with the [Interview and Recording Outcome](#) action on [trac](#), the Recruitment Shared Services team will carry out pre employment checks where appropriate for the role

Shared Services will conduct pre employment checks in accordance with the [PEC meeting guide](#).

4.5.1 A reference provides a factual check of previous employment and should confirm information the applicant has already provided. There is a legal requirement for references to be accurate and fair, with reasonable ground to support any statements made. If a reference for a successful candidate is unsatisfactory advice should be sought from Human Resources before taking further action

4.5.2 Disclosure and Barring checks are an important tool in ensuring safer recruitment practices and patient safety. The levels of disclosure required and how to manage information provided by the Disclosure and

Barring Service (DBS) can be obtained from the documents found on the [Recruitment Procedure Intranet pages](#).

It is recommended that individuals are not permitted to undertake any form of regulated activity, until the outcome of their DBS check is known. However, the Trust may, in exceptional circumstances, make a risk-based decision to appoint applicants while they are awaiting the outcomes of a DBS Check. Details of the safeguards which must be put into place to enable this are available from the People & OD department.

4.5.3 All staff will be required to comply, at all times, with the relevant codes of practice and other requirements of the appropriate professional organisations e.g. [GMC](#), [NMC](#), [HCPC](#) etc. or the All Wales [Health Care Support Worker \(HCSW\) Code of Conduct](#) if they are not covered by a specific code through professional registration. It is the post holder's responsibility to ensure that they are both familiar with and adhere to these requirements.

4.6 Unsatisfactory Pre-Employment Checks

All offers of employment are conditional upon the specified pre-employment checks.

Should one of these checks be considered unsatisfactory the People & OD department will support the appointing manager in investigating the matter further. Ultimately if satisfactory pre-employment checks cannot be obtained then the offer of employment may be withdrawn by the Appointing Manager.

If, after careful consideration, it is decided to withdraw the conditional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the conditional offer of employment rescinded in writing. Standard letters can be obtained from your respective People & OD Advisor.

4.7 False Declarations

The Trust considers a false declaration made by an applicant during any stage of the recruitment and selection process as gross misconduct. Gross misconduct is addressed through the [All Wales Disciplinary Policy and Procedure](#) and the Trust may also refer a false declaration to the Local Counter Fraud Service, registration body (such as [NMC](#) or [GMC](#)) or other body where appropriate.

4.8 Agreement of Start date and commencement of employment

Once all pre-employment checks have been conducted and confirmed as satisfactory, the Appointing Manager will receive confirmation via email

from Recruitment Shared Services advising that a start date can be arranged.

Once a start date has been agreed by the Appointing Manager and the prospective employee, a final confirmation letter and written statement of employment particulars will be issued to outline the relevant terms and conditions of employment.

Recruitment Shared Services will provide the written statement of employment particulars in Welsh and/or English within 2 months of commencement of employment.

4.9 Short term temporary employment agency recruitment

This section should be read in conjunction with the Fixed Term Contract Policy.

The use of short term agency staffing should be kept to an absolute minimum and sourced in agreement with your People & OD / HR department. Only employment agencies listed in accordance with the [Crown Commercial Services \(CCS\)](#) preferred supplier framework are eligible to be approached. The sourcing process undertaken ensures that all employment agencies in framework agreements meet all legal and regulatory requirements. Many agencies listed within the framework are well known and whose Terms of Business rates will have been agreed nationally as part of an NHS contract.

4.9.1 It is essential that all Employment Agencies the Trust engages with fully meet all legal and regulatory requirements. These include, but are not limited to, the [Data Protection Act \(1998\)](#), the [NHS Confidentiality Code of Practice \(Approved DOH guidance 2003\)](#), all Disclosure and Barring Service requirements, Registration with the appropriate Professional Bodies where appropriate, Home Office Status if applicable and working within the [EWTD regulations \(Working Time Directive 1993 & Working Time Regulations 1998\)](#).

4.9.2 In this respect the onus must be placed on the Employment Agency to ensure that all relevant prospective employees fulfil all legal and regulatory requirements. The Trust should ensure that it is protected contractually in the event of a supplier not fulfilling these obligations.

4.9.3 The booking of agency staff is currently a line manager's responsibility.

4.9.4 Any issues of capability or conduct should be raised immediately with the recruitment agency. The recruitment agency, as the employer, will handle any notifications of termination of assignment.

4.9.5 The Agency Worker Regulations 2011 stipulate that an agency worker is entitled to the same rights and working conditions as a comparable permanent employee after 12 weeks in a role.

4.9.6 An internal candidate is defined as a member of staff employed on the organisations payroll or who has undertaken an assignment for over 12 weeks with a Recruitment Agency. Please be aware that permanent employees to take priority over agency workers with regard to job opportunities as highlighted in the case [Coles v Ministry of Defence](#).

4.9.7 Placement, or introduction, fees are charged by recruitment agencies upon offer of a permanent or fixed term positions with the Trust. It is recommended that any offers of employment to agency staff should be discussed with the People & OD department who will liaise with the recruitment agency to ascertain these charges. Appropriate approval will need to be obtained via the People & OD & Finance vacancy approval process before any offer of employment can be made.

4.10 Evidence required when making an increased salary offer

Candidates would be expected to start at the bottom of the pay band unless they meet the reckonable service criteria as set out in Appendix 2. If you feel there is a requirement to pay above the bottom of the band, follow the procedure accordingly. A firm salary offer should not be made until incremental credit has been approved.

An increased salary offer due to pay related recruitment and retention difficulties are not addressed through this process and should be managed through the Recruitment and Retention Premia regulations as set out in the [Agenda for Change agreement and Terms and Conditions of Employment Handbook](#) and in line with the All Wales application protocol.

4.11 Induction

The Organisational Development & Learning Department deliver a [Welcome, Engage, Network and Develop day](#) which all new and promoted employees joining the Trust will be invited to attend.

All employees must receive a departmental (local) induction on the first day of employment with the TRUST or when they move to a new work area. The [Induction Guide](#) webpage contains all relevant information for employees and managers including the induction checklist. It is the line manager or a nominated inducting officer's responsibility to ensure all relevant points are covered.

4.12 Training & Further Guidance

Detailed guidance on the Recruitment and Selection process and procedures to be followed can be found on the [Recruitment intranet page](#).

Recruitment & Selection training can be accessed via the [OD & Learning department](#).

5 EQUALITY & WELSH LANGUAGE

The Trust is committed to ensuring that, as far as is reasonably practicable, the way it provides services to the public and the way it treats its staff, patients and others reflects their individual needs and does not discriminate, harass or victimise individuals or groups. These principles reflect that of the [Equality Act 2010](#), and run throughout the work of the Trust, as well as underpinning our [Values](#), staff employment policies and service standards. The responsibility for implementing these aspects falls to all employees and Trust Board members, volunteers, agents or contractors delivering services or undertaking work on behalf of the Trust.

5.1 Equality & Health Impact Assessment

An Equality & Health Impact Assessment has been undertaken on this Policy and the way it operates. Any possible or actual impact that this Policy may have on any groups in respect of gender (including maternity and pregnancy as well as marriage or civil partnership issues), race, disability, sexual orientation, religion or belief, transgender, age or other protected characteristics has been examined. The assessment found that there was some impact to the equality groups mentioned. Although not a protected characteristic under Equality Act 2010, potential impacts on Welsh speakers have been considered in the Equality Impact Assessment. Where appropriate, action to minimise any stated impact has been taken or planned ensure that the Trust meets its responsibilities under Welsh language legislation, and equalities and human rights legislation.

5.2 Welsh Language Requirements

The Trust has a duty to undertake recruitment activities in accordance with the commitments made in its statutory Welsh Language Scheme, required under the Welsh Language Act 1993.

The Welsh Language (Wales) Measure 2011 requires that the Welsh language is treated no less favourably than the English language. This

duty and impending Welsh Language Standards (No.7) Regulations 2018 applies to the Trust's recruitment activities.

Compliance with statutory duties requires the Trust to stipulate requirement for Welsh language skills in relation to some posts. Job applications submitted in Welsh will be treated no less favourably than applications submitted in English. Candidates who choose to have their job interviews in Welsh will be treated no less favourably than candidates who choose to have their interviews in English. All recruitment documents for candidates and job adverts will be in Welsh and English.

5.3 Disability Confident Scheme & Age Positive Campaign

The [Disability Confident scheme](#) replaced the [Positive About Disability \(two ticks\)](#) scheme in 2016. The Trust is committed to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities. Therefore, if an applicant who identifies themselves as disabled on NHS Jobs meets the minimum essential criteria for the post, they must be offered an interview.

The Trust supports the DWP Age Positive Campaign. This means that the Trust is committed to ensuring it does not discriminate on the basis of age in its recruitment and selection processes.

5.4 Candidates who require assistance at interview

There will be occasions when candidates require special assistance at interview. Please consult with your HR Advisor for further information but also consider contacting [Action on Hearing Loss](#) (formally the RNID).

6. REVIEW

This Policy will be reviewed in 24 months time or earlier if required by changes in best practice or legislation.

7. APPENDICES

1 - Legal Consideration

2 - Evidence required when making a salary offer

3 - Recruitment Flow Chart

Appendix 1

LEGAL CONSIDERATIONS

At each stage of the recruitment process due consideration must be paid to the legislation enacted to ensure the elimination of discrimination.

Discrimination

In law, four types of discrimination are defined:

- **Direct Discrimination** is treating someone less favourably than another in comparable circumstances e.g. not appointing a pregnant woman to a role because of financial concerns connected with covering the role during her absence due to maternity leave.
- **Indirect Discrimination** is where it was not the intention of the employer to discriminate against an employee, but nevertheless the outcome results in one group being disadvantaged in comparison to another, e.g. insisting on higher language standards than the necessary for safe and effective job performance would tend to disqualify people for whom English is not their first language.
- **Associative Discrimination** is where an individual is treated less favourably because they are associated with a person with a protected characteristic (e.g. a carer).
- **Perceptive Discrimination** is where an individual is treated less favourably based on a perception they have a protected characteristic when he/she does not.

Genuine Occupational Requirement (GOR)

A Genuine Occupational Requirement enables positive discrimination in favour of a particular sex, race or disability to fulfil a specific role, e.g. stating that a member of a particular racial group is required for a role in the provision of a service to that racial group. A GOR should be stated in the advertisement.

Equality Act October 2010

[The Equality Act 2010](#) defines unlawful discrimination as less favourable treatment because of a protected characteristic. These are:

- Age
- Disability

- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race (includes colour, nationality and ethnic or national origins)
- Religion or Belief
- Sex
- Sexual Orientation

It should be noted that though not a protected characteristic, having caring responsibilities is also covered by the Act.

Rehabilitation of Offenders Act 1974

The aim of the Act is to prevent discrimination against those with previous criminal convictions. A conviction is classed as “spent” if there is no further offence committed after a specified period of time. The NHS is exempt from provisions of this Act, and applicants are required to declare all convictions, including “spent” convictions, on their application of employment.

Any criminal conviction that is not disclosed during the application and interview process, but is later clarified on receipt of a DBS check or otherwise, must be discussed with your People & OD department.

Welsh Language Act 1993, Welsh Language (Wales) Measure 2011 and Welsh Language Scheme

Organisations are required to assess the Welsh language skill requirements of new or vacant posts, and to recruit to the posts accordingly. In determining Welsh language requirements it is important that no action is taken to discriminate against groups protected under the law. The Welsh Language Commissioner’s document ‘[Recruitment: Welsh language considerations](#)’ provides advice in this respect.

Appendix 2

EVIDENCE REQUIRED TO MAKE A SALARY OFFER

Potential employees must provide the appointing officer with evidence of their current salary before any offer / agreement of salary can be made. Where possible, the evidence must be in the form of the employee's most recent payslip. The guidance on reckonable service and incremental credit detailed below should then be used to determine the applicant's starting salary in conjunction with your Directorate HR Manager.

Existing NHS Applicants

The calculation of the starting salaries for NHS applicants is determined by a number of factors. The following scenarios are intended to assist managers in determining the correct salary to be offered:

- **Staff promoted within the NHS (i.e. Band 5 to Band 6)** will be paid in line with NHS Terms and Conditions of Employment Section 6.35 'Pay on Promotion'. The terms and conditions state:

'Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay.'

Therefore all promoted staff will enter the new Pay Band at the minimum of the pay band or the first point of the new Pay Band that gives them an increase in salary. In both cases the individual's incremental date will be reset to the effective date of the promotion.

Starting salaries for staff employed under other terms and conditions of employment (i.e. Governing Body, Medical and Dental) will be considered using the appropriate terms and conditions/salary scales in place at that time.

- **Staff transferring from one post to another in the same Pay Band** (i.e. Band 5 to Band 5) within the NHS will enter the Band at the same point that they were previously on and retain their existing incremental date - subject to receipt and verification of a current NHS Payslip.
- **Staff who take up a post in a lower Pay Band than their current Pay Band** will enter the band at the point they would have reached if all their NHS service in equivalent or higher pay bands had been worked in the lower band. Typically, each year of this level of NHS service will equate to moving up one pay point from the minimum of the band. The previous incremental date will also be retained providing there

is no break in service. Where a break in service has occurred that is less than 3 months, the incremental date will be deferred by the length of the break.

Applicants re-joining the NHS

- After a break in service of 12 months or less, they will be allowed to retain the incremental pay point in their previous Pay Band if they are re-joining the same pay band as they occupied before the break in service. If the break was for less than 3 months and they are re-joining the same pay band they will also be able to retain their incremental date (deferred by the number of days break). However, if the break in service has been for more than three months their incremental date will be the anniversary of the date they rejoined the NHS.
- Where an employee is re-joining the NHS after a break in service of more than 12 months, the provisions of the Reckonable Service Agreement described below will apply with any incremental credit capped on whatever is the lower of the pay point below the 2nd Gateway on the Pay Band, or the incremental pay point of the longest serving employee with continuous service in the Department.

Non-NHS applicants

New staff appointed from outside the NHS will normally commence on the minimum point of the pay band.

There will however be instances where relevant experience at the same level of responsibility as the new post may be taken into account. To determine the starting salary through, an analysis of Reckonable Service and Incremental Credit must be conducted as detailed below. Reckonable service and incremental credit are to be awarded in exceptional circumstances only and should not be viewed as the norm.

Reckonable Service and Incremental Credit

Where an applicant's previous experience with a non-NHS employer is relevant to the NHS post they have applied for, the line manager can apply for approval to recognise this reckonable service and award incremental credit.

If recognised, this will equate to one increment for each complete year of reckonable service which can be evidenced. This would also apply where an individual has previous NHS service but has had a break of more than 12 months.

Evidence of reckonable service must be provided in the form of a completed application form as detailed below and include:

- Employment history as stated on the application form.
- Whether the experience, skills and qualifications were obtained in the same field of work;
- Whether the experience, skills and qualifications were obtained at a comparable or higher level than the new role;
- In cases where the experience, skills and qualifications were obtained some years in the past, whether the member of staff has retained the previous level of expertise;
- The number of completed years of previous experience only (to ensure consistency with the principle for incremental progression for existing NHS staff); and
- Potential impact on individuals within the existing team wider organisation.

A copy of the current payslip must also be included with the application illustrating that the current salary is comparable to the salary being applied for.

The application for reckonable service or incremental credit must be submitted by the line manager to the appropriate HR Manager for assessment and authorisation.

Incremental Credit Application Form

Employee Details			
Name		Post	
Directorate		Division	

Application Details								
New Starter to the NHS with relevant experience			<input type="checkbox"/>	Re-joining the NHS with relevant experience			<input type="checkbox"/>	
<i>If re-joining the NHS please only provide the below details in relation to the last NHS employer</i>								
Previous Employer				Title of post			Job description attached	<input type="checkbox"/>
Duration post held				Date of Leaving				
Salary			Pay Band			Increment Point	Pay Slip attached	<input type="checkbox"/>

Incremental Request								
Pay Band			Increment Point			Salary		
Evidence								
<i>Evidence obtained from application form / job description and evaluated against new post's job description and requirements.</i>								

Relevant Employment History	<input type="checkbox"/>	Brief Details	
Experience, Skills and Qualifications in same field of work as new post	<input type="checkbox"/>	Brief Details	

Experience, Skills and Qualifications at same or higher level as new post	<input type="checkbox"/>	Brief Details	
If Experience, Skills and Qualifications obtained in significant past, provide evidence of application and of maintaining skill level			

Impact	
Details of the impact of awarding the increments on current employees within the department at the same role	

Authorisation (budget holder)			
Appointing Manager			
Name		Job Title	
Signed		Date	
Human Resources (consistency check)			
Name		Job Title	
Authorise	<input type="checkbox"/>	Do Not Authorise	<input type="checkbox"/>
Any Comments			
Signed		Date	

Supporting Document Checklist

Previous Job description and person specification	<input type="checkbox"/>
Previous payslip (illustrating previous salary)	<input type="checkbox"/>
Application form submitted for post concerned	<input type="checkbox"/>
Other (please specify, eg CV)	

Appendix 3

Recruitment Flow Chart (NWSSP document)

