

## RECRUITMENT AND SELECTION POLICY AND PROCEDURE

Subject:	Recruitment and Selection Policy and Procedure
Version:	4
Date Implemented:	2023
Review Date:	2025
Responsible Lead:	Head of Human Resources
Responsible Sub Lead:	Director of Human Resources
Target Audience:	<p>All Employees.</p> <p>This policy does not apply to Agency Workers or Contractors who work for the company from time to time'</p>
Related Documents and Policies:	<p>Introductory Fees Policy</p> <p>Sponsorship Policy</p> <p>Interview Template – available on QPulse</p> <p>Anti-Fraud and Bribery Policy</p> <p>Disciplinary and Capability Policy</p> <p>Whistleblowing Policy</p>
Policy Type:	Non Contractual

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## **1. Introduction**

- 1.1 At Sonic Healthcare UK we believe that a fair and transparent recruitment process should be followed for all vacancies within the business. This is to ensure the right candidate is placed in the right role, without discrimination.
  - 1.2 A clear recruitment policy also allows for greater internal development as well as the opportunity for new talent to join the business.
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## **2 Purpose**

- 2.1 This policy aims to set clear guidance for managers to ensure they are delivering a fair and consistent recruitment process.
  - 2.2 The policy outlines the steps required of a Recruiting Manager when seeking authorisation for a vacancy, advertising the role and appointing into the position.
  - 2.3 The policy also highlights the responsibility of applicants, whether these are internal or external candidates.
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## **3 Responsibilities**

### **3.1 Candidate's Responsibilities**

- Both external and internal candidates who apply for a vacancy within Sonic Healthcare UK are expected to comply with the requirements of this policy. This includes completing and returning any pre-employment documentation in a timely manner, ensuring all information provided is accurate and truthful.

### **3.2 Line Manager / Recruiting Manager's Responsibilities**

- All recruiting managers will be responsible for ensuring a fair recruitment process is followed for all applicants during recruitment campaigns. Recruiting managers must ensure they are knowledgeable in relation to pre-employment screening checks and the acceptable documentation that should be viewed and recorded. All recruiting managers will adhere to the procedures and requirements of this policy and attend any relevant recruitment training provided by Sonic Healthcare UK.

### **3.3 Human Resources Department Responsibilities**

- It is the role of the recruitment team to ensure fairness, equity and consistency of application of this policy. The recruitment team will provide advice and support to recruiting managers, as well as undertaking appropriate pre-employment screening checks. The recruitment team will also inform management, and where necessary the counter fraud team, of any candidates that fail to meet pre-employment screening requirements.

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## 4 Definitions

- 4.1 **CoreHR System:** The CoreHR recruitment system is an online platform which allows candidates to view job vacancies and make job applications.
- 4.2 **Sponsorship:** In roles where the Home Office have deemed there to be a shortage of qualified professionals within the UK, Sonic Healthcare UK can sponsor support in the process of gaining right to work for overseas applicants. Please see Sonic Healthcare UK's Sponsorship Policy for further details.
- 4.3 **Right to Work:** A document proving the person listed on the document has the right to work within the UK. The list of accepted documents is published by the Home Office.
- 4.4 **Certified copy:** This is a scanned copy of a document which is signed by the Line Manager / Recruiting Manager to confirm that they have seen the original document, that they believe the document to be genuine and that they believe the person named on the document is the one presenting it.
- 4.5 **Fraud:** Any person who dishonestly makes a false representation to make a gain for themselves or another, or dishonestly fails to disclose to another person information which they are under a legal duty to disclose, or commit fraud by abuse of position, including any offence as defined In the Fraud Act 2006.
- 4.6 **Bribery:** A bribe is the offering, or giving of a financial or otherwise advantage to another person with the intention of bringing about improper performance or reward.

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## 5 Policy Development

- 5.1 Every 2 years or in light of legislative changes or further guidance being issued and at Management or employee request.

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## 6. Policy Principles

- 6.1 All vacancies will be advertised internally via the CoreHR recruitment page.
  - 6.2 All candidates who attend interview will be provided feedback by the Recruiting Manager.
  - 6.3 The recruitment process will be fair and transparent, in line with Sonic Healthcare UK's core values and equal opportunities.
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## **7. Policy Procedure**

### **7.1 Vacancy Authorisation**

- 7.1.1 Before advertising a vacancy, the recruiting manager must seek authorisation from senior management, finance, and for new posts the CEO.
- 7.1.2 All vacancy details must be submitted via the CoreHR recruitment portal, vacancy requests will then be sent to the relevant authorisers.
- 7.1.3 Once the vacancy has been approved via the relevant channels HR will make the post live on CoreHR.
- 7.1.4 When recruiting a Bank or Zero Hours workers, Recruiting Managers can follow the outlined process, or in cases where an appropriate candidate has already been sought (eg. an ex-employee returning to support with ad-hoc shifts) details of this can be sent directly to the Human Resources Department for processing. This must include a contract request form and certified right to work document.

### **7.2 Job Descriptions**

- 7.2.1 All Job descriptions must be drafted with reference to equal opportunities and to Sonic Healthcare's core values.
- 7.2.2 Job descriptions must set out principal components of the role.
- 7.2.3 Job descriptions should be sent to the HR department when requesting the vacancy so that HR can upload this onto CoreHR. Job descriptions should be checked prior to sending to ensure duties are current.
- 7.2.4 The HR Department holds all job descriptions for roles within The Company. If a job description is not available for a particular vacancy however, the recruiting manager will need to provide one. The HR Department can provide a template for the Manager to utilize, if they cannot access these via QPulse.

### **7.3. Advertising a Vacancy**

- 7.3.1 No role will be advertised without authorisation from the appropriate channels (as described in 7.1).
- 7.3.2 Once the vacancy is authorised, HR will make the vacancy live on the CoreHR recruitment system so it is visible and open for applicants.
- 7.3.3 All job vacancies must be advertised via CoreHR and applications must be made using this system. Recruiting Managers are unable to accept applications that are not made via CoreHR or an approved alternative recruitment channel – see section 7.5.
- 7.3.4 Where a role requires a specialist skillset the Recruiting Manager may seek the help of a recruitment agency to fill the vacancy (see section 7.5). If a successful

candidate is appointed via a recruitment agency the Recruiting Manager must ensure the candidate completes the online application retrospectively in order for the HR department to accurately capture their personal details.

- 7.3.5 The closing date for a role will be set by the Recruiting Manager. It is advisable to keep the advert opened for 14 days, but this will be determined by the number of applications received, the Recruiting Manager has the right to close a vacancy early if a large volume of applications are received.
- 7.3.6 All adverts must be open and available for internal applications for a minimum of 5 working days.
- 7.3.7 If a successful candidate for a post requires sponsorship, the posts will need to be advertised in line with the Home Office and the UKBA guidance on the Resident labour Market Test (advertised for a minimum of 28 days in two separate places).

## **7.4 Application Process**

- 7.4.1 Applications are to be made via CoreHR. All applications are stored electronically on the online recruitment system for a period of time specified by the system's provider. A copy of the application will also be stored in the employee's personnel file.
- 7.4.2 Qualifying questions may be applied to job adverts where a certain qualification is mandatory eg. HCPC registration for a Biomedical Scientist role.

## **7.5 Additional Promotional Resources**

- 7.5.1 If a vacancy requires a specific skillset or is difficult to recruit into the Recruiting Manager may want to consider additional resources that can be used to promote the vacancy.
- 7.5.2 Recruitment agencies can support where a role requires a specific skillset however the Recruiting Manager must discuss this option with their Senior Manager/Director prior to engaging with an agency due to the financial implication.
- 7.5.3 If the Recruiting Manager has multiple vacancies or roles requiring a specific skillset they may want to promote the vacancies through a publication such as The IBMS Gazette or the NHS Jobs website where appropriate. This option should be discussed with the Senior Manager/Director as it may have a financial cost and once approved all adverts should be sent to the Human Resources Department who will liaise with the publication or external website.

## **7.6 Shortlisting**

- 7.6.1 Recruiting Managers are able to view applications and shortlist candidates via their CoreHR recruitment page.

- 7.6.2 Both the candidate's application and CV will be reviewed by the Recruiting Manager to determine those candidates best fitted to the role who will be invited for interview.
- 7.6.3 When short-listing, the panel members must only use the information contained in the application form, referring to the relevant criteria in the job description.
- 7.6.4 Shortlisting must be completed by the Recruiting Manager within 14 days of the vacancy closing.
- 7.6.5 Candidates who have been shortlisted must be invited to interview within 14 days of the vacancy closing.
- 7.6.6 Candidates who do not hear back after 14 days of the vacancy closing have not been successfully shortlisted.
- 7.6.7 Due to the large number of applications received, Recruiting Managers will not provide feedback to applicants who have not been successfully shortlisted.
- 7.6.8 Assistance in using the CoreHR recruitment system is available from the HR team.

## **7.7 Interviews**

- 7.7.1 The interview panel must consist of at least 2 members. It is advisable that the panel members are in post of a higher grade than the one they interview for. It is acceptable to have a supernumerary panel member (observer) who is in the post of the same or a lower grade than the post interviewed for.
- 7.7.2 Relatives, close personal friends and partners of any shortlisted candidates must withdraw from the panel and the chair must seek a replacement.
- 7.7.3 No member of the interview panel should also be a referee for any short listed applicant. Should a panel member find themselves in that position, they must declare conflict of interest to the Recruiting Manager who should seek replacement as soon as practically possible.
- 7.7.4 It is the Recruiting Manager's responsibility to invite shortlisted candidates to interview. Recruiting Manager's should send notification of an interview to all short-listed candidates. Candidates are required to confirm that they will attend for interview.
- 7.7.5 It is the responsibility of the Recruiting Manager to book an appropriate room for the interview and ensure a visitor pass is available for the candidate.
- 7.7.6 The interview panel members will ensure that document checks are carried out when candidates arrive for interview. The documents that will need to be

produced are a proof of right to work and proof of professional registration if applicable. Further details are available in section 7.9.

- 7.7.7 Certified copies of valid right to work documents must be taken by the Recruiting Manager at interview stage. A list of valid right to work documents can be accessed via the Home Office website or by contacting HR.
- 7.7.8 Applicants failing to produce documents to confirm their identity will not be eligible to proceed to interview.
- 7.7.9 The aim of the interview is to prompt information from the candidate as to their suitability to do the job. Candidates should be put at ease. An Interview Skills workshop is available to all Recruiting Managers and should be attended prior to recruiting.
- 7.7.10 The interview questions must be based on Sonic Healthcare UK's core values and the job description. The Sonic Healthcare UK interview scorecard is available to access from QPulse and should be used in all interviews to ensure there is consistency.
- 7.7.11 Interviewers must not imply discrimination by asking questions about personal circumstances, which are unrelated to the requirements of the job, or any protected characteristic or Trade Union activity. In determining whether to reject a candidate for appointment, interviewers must only consider factors relevant to the job.
- 7.7.12 Notes of interviews should be kept and all completed paperwork should be scanned and emailed to the HR Department.
- 7.7.13 The Recruiting Manager is responsible for informing the unsuccessful candidates about the outcome of an interview and for providing feedback. All candidates who attend an interview must receive feedback from the Recruiting Manager.

## **7.8 Appointing a Successful Candidate**

- 7.8.1 The panel chair is responsible for making an offer of employment to the successful candidate, confirming their entitlements and benefits.
- 7.8.2 A certified copy of the successful candidate's right to work must be sent to HR at least two weeks prior to the start date as well as a fully completed Contract Request Form. A copy of this form can be found on QPulse or sent to you by HR.
- 7.8.3 Upon receipt of a certified right to work the Human Resources department will generate a contract which will be sent to the successful candidate via email.
- 7.8.4 The successful candidate must electronically sign their contract prior to their start date. Failure to do this may result in their start date being delayed.



- 7.8.5 Salary is to be determined by the Recruiting Manager based on experience. If the salary differs from the approved range, determined by the job role and geographical location, the Recruiting Manager must seek authorisation from their Senior Manager/Director.
- 7.8.6 If no replacement for a post has been appointed within 6 months of the position becoming vacant the role will be made dormant. Once dormant the role can only be recruited into with Director approval.

## **7.9 Pre-Employment Checks**

- 7.9.1 Right to work. Certified copies of valid right to work documents must be taken by the Recruiting Manager at interview stage. A current list of valid documents can be accessed via the Home Office website or by contacting HR. 'Right to Work Presentation' training should be reviewed by all Recruiting Managers on SonicLearn to ensure documents are checked thoroughly and to ensure the Recruiting Manager has met their statutory obligation. Where right to work is time limited the Line Manager will receive automatic notification of any expiry dates via CoreHR 1 month to the document expiring and will be responsible for taking copies of new documentation from the employee.
- 7.9.2 Professional registration and qualifications. Recruiting Managers are responsible for checking all professional registrations and qualifications, including the HCPC register where necessary. Copies of any essential qualifications should be sent to the HR department so that they can be saved in the employee's electronic file, along with any proof of name change documents if certificates are issued in a previous name. Where registration with a professional body is necessary, the Line Manager must review the register as part of their annual audit to ensure membership is kept up to date.
- 7.9.3 Employment history and references. As part of the application process, all applicants will be required to supply two employment references as well as their previous employment history. Referees are only contacted once an offer of employment has been accepted, and all received references, including any concerns raised, are issued to the Recruiting Manager who will discuss these with the applicant. Only references received on headed letter paper, or from a company email address will be accepted, except in the case where a professional reference is not possible and a clearly stated personal reference is received.
- 7.9.4 Criminal Record Checks. Certain roles within Sonic Healthcare UK require successful candidates to have a criminal record check completed, this requirement will be stated on the Job Description. Criminal record checks will not be completed for all roles, only those where it is compulsory. In order to conduct a criminal record check the Recruiting Manager must take certified copies of the required documents – a list is available on the DBS website or from the Human Resources department – and email these to the Human Resources department who will request a check.

Upon receipt of the DBS check, the Human Resources department will retain evidence in accordance with the Data Protection Act 2018 and DBS code of practice.

- 7.9.5 Work Health Assessments. All new starters will be sent pre-placement health assessment forms to complete. Completed forms will be reviewed by Occupational Health, and where necessary the new starter will be invited for a follow up appointment. The Line Manager will be made aware of the outcome of any Occupational Health reviews.
- 7.9.6 In the event that the pre-employment checks are deemed to be unsatisfactory, or are not completed in a timely manner, the Recruiting Manager must discuss this with the Human Resources department. In certain circumstances, the offer of appointment may be withdrawn.

## **7.10 Induction**

- 7.10.1 All new staff must attend a corporate Sonic Healthcare UK induction. The Human Resources department will book new starters onto a corporate induction and send details to the Recruiting Manager so that arrangements can be made for the employee to attend.
- 7.10.2 On the first day on employment to new starter's Line Manager must complete a local induction.
- 7.10.3 All new starters are subject to a probationary period and it is the Line Manager's responsibility to offer the support needed, set and review objectives and to monitor the new starter's performance.
- 7.10.4 All new starters must attend the corporate induction prior to completing their probation period. The probation period cannot be ended(passed) unless the corporate induction has been attended.

## **7.11 Providing False Information**

- 7.11.1 All applicants (both internal and external) for all jobs are required to complete an application via the CoreHR system. By submitting an application candidates are acknowledging that the provision of false information during the application and selection process may lead to their offer of employment being withdrawn or (should they already have commenced in post, to their dismissal). Any false declarations will be escalated to the counter fraud team for investigation.
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**Approval and Ratification**

Name of Document: Sonic Healthcare UK Recruitment and Selection Policy and Procedure

This policy applies to the policy and procedure of recruiting new staff, and is a non contractual policy. It applies to all Sonic Healthcare UK staff, regardless of contractual type.

**Date of Next Review: 2025**