



Midlands
Air Ambulance
Charity®

RECRUITMENT AND SELECTION POLICY

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ASSOCIATED POLICIES AND PROCEDURES

Reference	
POL-007	Safeguarding Policy
POL-032	Equality, Diversity, and Inclusion Policy
POL-014	Performance Improvement Policy
POL-043	Appraisal Policy
GUI-012	Probation Period - Guidance for Employees
GUI-013	Probation Period - Guidance for Managers

The document history is located at the end of this document

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1 INTRODUCTION

This Recruitment and Selection Policy identifies Midlands Air Ambulance Charities (MAAC) principles and standards for recruitment and selection practice.

MAAC is committed to equal opportunities for all its existing, and future, employees irrespective of culture, gender, age, race, religious belief and faiths, nationality, ethnic origin, social background, sexuality, marital status, disability. This is further supported by "[POL-032 - Equality, Diversity and Inclusion Policy](#)."

MAAC acknowledges disabled people's rights to full and fair consideration in all aspects of recruitment and strives to create an environment which encourages disabled people to seek employment within the organisation.

Statement

MAAC aims to ensure that an effective service is provided to its community and believes that its success is dependent upon the staff who work for MAAC. To do this MAAC must have the right members of staff with the appropriate skills and experience in place to deliver service excellence and enhance the lives of our service users.

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2 SCOPE

This policy relates to all aspects of MAAC activities, including:

- Clinical and Operational activities
- MAAC Non-Clinical and Operational activities
- The Charity's trading subsidiary, Midlands Air Ambulance Trading Limited (MAATL) activities (E.g. shops)

This policy applies to the recruitment of all staff, including employed directors and Managers.

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3 AIM OF THE POLICY

The aims of this policy are to:

- Set out the general arrangements to be followed in the recruitment and selection of staff, and to ensure equality of opportunity in accordance with "[POL-032 - Equality, Diversity and Inclusion Policy](#)."

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- Ensure that the current and future workforce needs of MAAC are planned for and met and ensuring that recruitment is safe and that risks associated with engaging a new member of staff are minimised
- Ensure that recruitment and selection procedures protect the people that use the services of MAAC
- Ensure that persons recruited are of good character and have the necessary skills, qualifications and experience.

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4 RESPONSIBILITIES

The **Senior Leadership Team (SLT) and Hiring Managers** will ensure:

- The application and maintenance of this policy in line with legislative requirements.
- Those undertaking recruitment and selection have the required knowledge, skills and experience, including that required for shortlisting, selection processes and interviews.
- An anti-discriminatory, consistent shortlisting and interview process are undertaken.
- Those being recruited are of good character.
- Recruitment of individuals is based on the job-related criteria and specifications required for the role.
- This policy is applied fairly to ensure successful appointments.
- Newly appointed employees are supported to enable them to perform to the best of their ability.
- The HR team are included if there are any issues or concerns.
- The Charity's values adhered to at all times.

The Human Resources and Remuneration Committee will be updated as part of the usual standing HR report if required.

The HR department will ensure that they:

- Provide advice and guidance on this policy.
- Support with manager training regarding this policy.
- Provide information on the context of this policy.
- Provide support to line managers.
- Update this policy in line with statutory changes
- Undertake all pre-employment checks for successful candidates and that references are shared with the line manager and are satisfactory.
- Provide inductions for newly appointed staff.
- Issue contracts of employment on appointment, with new staff added to payroll.
- Work in line with the Charity values at all times.

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- Create the induction pack for new staff in discussion with the line manager ensuring that up to date documentation is used.
- Ensure that the interview panel has the sufficient knowledge to carry out the interviews in line with good HR practice.

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5 IDENTIFYING THE VACANCY - DECISION TO RECRUIT

If a new post has been created, then the need has usually been established. However, if someone has left the organisation the following should be carefully considered prior to the vacancy being advertised:

- Does the work still need to be undertaken?
- Is it a long-term need?
- Has the job changed, or is it likely to change in the near future?
- Can flexible working patterns be offered?
- Have the requirements been viewed as a whole, e.g. is there impending maternity, requirements, other leavers that will influence the recruitment needs?
- Has the future service direction been taken into account?
- Have alternative options such as skill mix, secondment, etc. been considered?

Any change must be discussed and approved by the Chief Executive Officer (CEO)

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6 JOB DESCRIPTION AND PERSON SPECIFICATION

Job Description

A job description summarises the essential responsibilities for the role and will be developed and reviewed prior to advertising.

The job description will be produced in MAAC's standard format.

Should changes be made to a job description that existing post holders are working to, this will need to be approved by the relevant SLT lead.

Person Specification

Roles will usually have the person specification, drawn up from the information contained in the job description for the post. The person specification will be developed and reviewed prior to advertising. The criteria specified will relate only to the job and should be justifiable in terms of

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equality and diversity in employment. Formal qualifications will only be required where they are necessary in order to perform the job.

The person specification must identify what criteria are essential, or desirable, for the post.

Essential criteria	The minimum qualifications, skills and experience an applicant must have to undertake the role. These are deemed critical for satisfactory performance of the role.
Desirable criteria	The qualifications, skills and experience that would be of benefit to the candidate appointed to the post, which are deemed to enhance the applicant's capacity to perform the role.

Desirable criteria should be used as a means of further selection only and should be applied consistently, with the exception of shortlisting for a disabled applicant. As a responsible employer, we will interview disabled people who meet all of our essential criteria irrespective of whether they meet the desirable criteria.

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7 ADVERTISING

The objective of recruitment advertising is that suitably skilled and qualified applicants apply for the vacancy.

Requirements for Adverts

Recruitment adverts will:

- Conform to legislative requirements.
- State the job title.
- Contain brief, jargon free information about:
 - The organisation and service provided
 - The job role
 - Essential knowledge and skills required by the successful applicant
 - The MAAC logo
 - The closing date for receipt of completed applications
 - Method of application
 - Reference to MAAC being an inclusive employer

Recruitment adverts may contain:

- Information on the salary.
- Other contact details.

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Review of Recruitment Information

The Human Resources (HR) Department will check the content of the Advert, Job Description and Person Specification to ensure that the documents are anti-discriminatory and that they meet HR best practice requirements.

HR Manager will review all documents relating to the recruitment to ensure that there are no requirements, or criteria, which are unnecessary to the post and which might exclude applicants from any particular section of the population unless there are exceptional circumstances consistent with equal opportunities legislation.

Advertising Vacancies

The Human Resources team will recommend the methods of advertising, including location and draft adverts for approval by the Senior Leadership Team.

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8 APPLICATIONS AND SHORTLISTING

Applications

Application packs will include as a minimum:

- MAAC Application Form which includes a detachable Equal Opportunities Monitoring Form.
- Job Description.
- Person Specification.
- Additional Information (where applicable).

Application material will be of a high quality and promote a professional image of MAAC. This will be assured by the Senior Leadership Team when approving adverts.

Alternative methods of application will be accepted, and reasonable adjustments made for applicants with a declared disability.

Shortlisting

Completed applications will be shortlisted by the panel conducting the interviews for the post, against the requirements of the person specification. All candidate names will be redacted as part of the shortlisting process.

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9 INTERVIEWS

The Interview Panel

Interviews will be undertaken by an appropriate formed panel. Each panel will usually consist of at least 2 people:

- A chair, who is the Hiring Manager, who will have overall accountability for the selection decision.
- A member of the Human Resources team.

Another Manager may join the panel as deemed appropriate.

The Human Resources and Remuneration Committee may send a representative to any Senior Leadership position interviews as they feel appropriate. Where possible, the chair of the interview panel should consider the diversity of the panel to ensure this is representative of the various groups of staff and public we support.

Preparation

The Chair will ensure that all members of the interview panel are aware of the selection criteria for the post, based on the person specification, and that these criteria are applied consistently to all candidates.

Conflicts of Interest

Prior to the commencement of interviews panel members must disclose any current, or previous, association with any of the candidates which would give rise to a conflict of interest (e.g. if the panel member is related, or in a relationship with, a candidate). Any such associations must not prejudice equal treatment and consideration of all candidates.

Interview Structure

The structure and nature of interviews shall be pre-planned, relevant to the post, and in all cases consistent with the requirements of equality and diversity in employment. A standardised questionnaire template, with questions tailored to the position, will be utilised to ensure a consistent approach.

Example structure to an interview

SECTION	EXAMPLE OF CONTENT	
INTRODUCTION	Introductions	
	Establishing a rapport	
	Explanation of interview duration	
	Explanation of interview format	Questions from panel
		Information regarding post
		Interviewee questions

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MAIN BODY	Interviewer questions	Pre-determined questions
		Gaps / discrepancies in application (E.g. employment dates)
	Explanation of post	Job title
		Hours of work
		Salary
		Pension
		Main tasks / other duties
		Conditions (E.g. sick pay / holiday)
		Start date
		Contract
	Induction	
Interviewee questions		
CLOSING PHASE	Explanation of next stages	

All applicants will be treated equally on merit, ability and potential, and all appointments will be made on the basis of clear and justifiable job-related criteria. "FRM-062 - Interview Panel Recording Sheet" must be completed for each applicant and retained by the HR Department. "FRM-062 - Interview Panel Recording Sheet" will provide the evidence that an anti-discriminatory and consistent process has been undertaken.

Interview Questions

Questions must relate to the requirements of the job and must not be directly or indirectly discriminatory, for example:

- Questions must not be asked about marital status, marriage plans or family intentions
- Where it is necessary to assess whether a candidate can fulfil the job responsibilities (e.g. on-call or extensive travel to ensure performance of the role), this should be discussed objectively and consistently with all candidates without assumptions about marital status or carer responsibilities, disability or pregnancy for example.
- The Chair of the Panel will ensure that no health or disability questions are asked about a shortlisted candidate's capability to carry out certain tasks unless this is intrinsic to the role.
- Non-job-related questions surrounding protected characteristics should be avoided as these aren't assessed and could lead to discriminatory complaints - (e.g. - *questions surrounding ethnicity, religion. Gender, age*).

The only exception to these guidelines is when there is a genuine occupational requirement for a role. It is expected managers will objectively justify why a specific type of candidate is required and questions will be worded accordingly.

If, in the opinion of any panel member, questions are asked which are prejudicial to the interests of a fair interview, the candidate should be advised that they are not required to answer the question and the matter should be resolved by the panel.

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Location of Interviews

Interviews, venues, tests and presentations will be reasonably adjusted to accommodate requirements of disabled applicants.

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10 ADDITIONAL SELECTION REQUIREMENTS

Where it is intended to use additional selection techniques, applicants will be notified in writing.

Use of Additional Selection Techniques

It may be necessary to undertake additional selection techniques as part of the recruitment process to ensure the selection of the most suitable candidate.

Examples include:

- Aptitude tests, such as spelling, typing, data entry and numeracy.
- Cognitive ability tests.
- Skills and knowledge assessments.
- Physical ability testing.
- Presentations.

Whichever technique is utilised will:

- Avoid unfair discrimination.
- Be reliable.
- Be fit for purpose.
- Relevant to the skills and responsibilities required in the criteria for the post.
- Will have reasonable adjustment to accommodate the requirements of disabled applicants.

Advice from the Human Resources team should be considered when utilising additional selection techniques to ensure that they meet the criteria described above.

Evaluating Additional Selection Techniques

Recruitment of Doctors and Critical Care Paramedics will usually require additional assessments. All results will be evaluated and interpreted by those who are competent in the area being assessed. For example, a Doctor Clinical Governance Lead would be required to assist with selection of a Doctor. They will remain confidential and be restricted to those directly involved in the selection process.

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11 SELECTION DECISIONS

Making the Selection Decision

Selection decisions will be based on candidates' abilities compared against the criteria within the person specification for the job. It will not be influenced by actual or assumed, age, sex, gender re-assignment, religion or belief, disability and / or family, marital status or civil partnership, pregnancy or maternity, HIV status or trade union.

The Chair must remain mindful of, and challenge, potential unconscious bias which may play into decision making. There may be occasions where a selection decision is impacted on by someone having a protected characteristic, where:

- A Genuine Occupational Requirement may exist; the advert will clearly state that MAAC is actively seeking to recruit someone with a certain characteristic.
- There is evidence that supports the use of positive action in recruitment and selection under Section 159 of the Equality Act 2010. Where this is the case this action will be taken on a case by case basis and recruiters must ensure that the guidance is followed and supporting information is recorded and legitimate. This must be discussed with the HR team.

English Language Requirement

The ability to communicate effectively in English is included as a requirement in the standards set by the HCPC, GMC and for all public facing roles, covered in Part 7 of the Immigration Act. Applicants can be asked to provide information about their ability to use English to help ensure the safe and high quality delivery of charity services.

Provision of Feedback

Feedback shall be provided to all applicants who are interviewed but not appointed. This feedback shall be provided by the Human Resources team. Feedback will not be offered automatically in respect of applicants who are not shortlisted for interview. It will however be provided if requested by the applicant.

Internal applicants will be informed and offered oral feedback from the Hiring Manager, following guidance from the Human Resources team, if they are not shortlisted.

Appeals

There are no rights of appeal against appointment decisions.

Any internal staff who feel that they have been subject to unfair treatment in the recruitment and selection process may raise the matter through the Grievance Policy and Procedure. This will not necessarily affect the appointment decision.

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12 OFFERS OF EMPLOYMENT AND APPOINTMENTS

Verbal Offers of Employment

On completion of the selection process, verbal offers will be made by the Hiring Manager, following guidance and advice from the Human Resources team.

As verbal offers are legally binding it must be stated that offers remain conditional upon pre-employment checks being satisfactory.

Written Conditional Offers of Employment

Verbal offers will be confirmed in writing by the Human Resources team.

The offer of employment will be made **subject to**:

- Receipt of satisfactory references.
- A Disclosure and Barring Service check.
- Medical clearance (if applicable).
- Confirmation of professional registration (if applicable).
- Confirmation of qualifications (if applicable).
- A work permit (if applicable).
- Verification of their identification and eligibility to working in the United Kingdom.

Further information on pre-employment checks are detailed in Section 13

On the basis above a conditional offer will be made.

Successful applicants are required to respond to conditional offers within 14 calendar days.

The written conditional offer will ask the successful applicant to respond within 14 calendar days.

Written Confirmed Offers of Employment

For clinical staff only - once satisfactory pre-employment checks have been received, the offer of appointment will be confirmed in writing.

Successful applicants are required to respond to conditional offers within 7 calendar days and this will be outlined in the written offer.

For non-clinical roles offers of employment will be confirmed in writing, outlining that the offer is subject to satisfactory pre-employment checks being received and that the offer may be withdrawn if this is not the case.

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Issuing terms and conditions of service / contract of employment

Any terms and conditions of service and contract of employment will be sent to the new employee as soon as reasonably practicable. In any case this will be no longer than two weeks after the candidates confirmed offer of employment start date.

Registering second choice candidates

Where the recruitment team identified a candidate that was appointable but was not as strong as another candidate, they may register this person with the HR team as a second-choice candidate.

A second-choice candidate can be offered the position within three months of the interview date should the first-choice candidate decline their offer of employment or appropriate recruitment checks have not been satisfactory.

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13 PRE-EMPLOYMENT CHECKS

If during the pre-employment check stage the Hiring Manager, or the Human Resources team are made aware that the preferred candidate has disclosed a disability or that they require 'reasonable adjustments' to enable them to undertake the post, these must be fully considered and explored. Further advice should be sought from the HR team.

References

Confirmation of appointments will be dependent on MAAC receiving satisfactory written employer references, one of which should be the present or last employer of the applicant. These reference are shared with the hiring manager. If there are concerns, an SLT member, following discussions with the HR team, has the final decision as to whether the offer should be withdrawn. Personal references will only be accepted in exceptional circumstances.

References for internal applicants shall be provided in writing by the relevant line manager. If the line manager is a member of the interview panel, they are not permitted to provide the reference, and an alternative manager should be asked to provide the reference.

References will be used as a method of ensuring good character of applicants.

Disclosure and Barring Service (DBS) check

All positions will be assessed to determine, if / what level of DBS check is required in line with "POL-007- Safeguarding Policy."

A DBS check will assist MAAC in making safe recruitment decisions and prevent unsuitable people from working with vulnerable groups.

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Levels of DBS checks	
Basic DBS check	Contains details of any unspent convictions or conditional cautions the applicant has
Standard DBS check	Contains details of any spent, or unspent convictions, cautions, reprimands or warnings the applicant has, as long as they're not protected
Enhanced DBS check	Contains the same information as a standard check, as well as any relevant information held by the applicant's local police force
Enhanced DBS check with a check of the barred list(s)	Contains the same information as an enhanced check and shows whether the applicant has been barred from working with children and / or vulnerable adults.

A DBS check is unable to access criminal records held overseas, therefore a DBS will not be relied on if an applicant has lived outside of the United Kingdom. Where this is the case the Human Resources team will refer to government guidelines.

The level of DBS required will be dependent on the role being undertaken and form part of development of the person specification. Managers should consult with HR to assess the level of DBS check required.

Medical Clearance

In certain cases, confirmation of appointment will be dependent on a pre-appointment health assessment.

Pre-appointment health checks are carried out to:

- Ensure that prospective staff are physically and psychologically capable of doing the work proposed, taking into account any current or previous illness.
- Identify anyone likely to be at excess risk of developing work-related diseases from hazardous agents present in the workplace.
- Ensure, as far as possible, that the prospective employee does not represent a risk to service users and that they will be doing work that is suitable and safe for them.

Medical fitness will be determined through the provision of an external Occupational health provider. The level of assessment will be determined by the role to be undertaken.

Assessment of medical fitness may include:

- Medical questionnaire.
- Medical examination.

The requirement for medical assessments will also consider the requirements of the Disability Discrimination Act 2005 (DDA) and that we have a duty to consider whether reasonable adjustments must be made to ensure that people can work in MAAC regardless of their disability.

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No applicant should be refused employment on health grounds unless:

- Expert occupational medical advice has been sought.
- The applicant has had the opportunity to discuss issues raised with an occupational health professional.
- The Hiring Manager and the HR team have given full consideration to all of the facts.

Professional Registration

Where the post requires the post holder to be registered with a professional body then the appointment will be dependent on confirmation that they are registered and there are no reservations, or conditions, attached to their registration. Examples of professional body registration include:

- General Medical Council (GMC)
- The Health and Care Professions Council (HCPC)
- Accountancy qualifications (ACCA, FCA etc)

Confirmation of Qualifications

It will be the responsibility of candidates to provide original evidence of qualifications, such as certificates and training records in order to achieve successful recruitment. Confirming professional registration of an applicant provides another layer of assurance over qualifications.

Work Permits

Where necessary, work permits will be obtained prior to confirmation of appointment. The shortage occupation list is maintained by the UK Border Agency (Home Office). For the MAAC Human Resources team to obtain a work permit for a position not on this list, it will need to be evidenced that an extensive recruitment activity has been unsuccessful in recruiting National applicants first.

Verification of identification and eligibility to work in the United Kingdom

In accordance with the Immigration, Asylum and Nationality Act (2006), it is a criminal offence for employers to knowingly employ illegal migrant workers. As a result, confirmation of appointments will remain conditional on the applicant providing proof of identity and their eligibility to work in the United Kingdom to the Human Resources team.

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14 RECORD KEEPING

Appropriate written records will be kept that are sufficient to validate the panel's selection decision. The Interview Panel Recording Sheet will be used for this purpose.

Information relating to applicants, i.e. details of shortlisting and interviews, will be retained securely by HR. Information regarding the successful applicant will be included in their personal file. Information regarding unsuccessful applicants will be retained for 6 months after the appointment decision is taken in order to meet possible complaints of unfair treatment.

Details of applications received, and other relevant information will be retained by MAAC for monitoring and statistical purposes. The Human Resources and Remuneration Committee may request reports on this information as part of receiving compliance assurance.

Records will be managed in accordance with the MAAC Records Management and Information Governance Policies.

Confidentiality

All information obtained from applicants in the recruitment and selection process will be treated as confidential and will be confined to those involved in the process and appropriate staff from HR.

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15 NEW EMPLOYEES

Accommodation and Facilities

Hiring Managers must ensure that adequate facilities are available for new employees. This will include desk space, computer facilities, uniforms, equipment etc.

Under the Equality Act 2010, employers have a duty to consider whether to make reasonable adjustments for disabled job applicants or employees, when a policy, practice or a physical feature of their premises, places the disabled person at a substantial disadvantage. Some examples of reasonable adjustments are:

- Making adjustments to premises.
- Altering the person's working hours.
- Allowing absences during working hours for medical treatment.
- Giving additional training.
- Providing special equipment or modifying existing equipment.
- Changing instructions or reference manuals.
- Providing additional supervision and/or support.

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Induction

Induction is viewed as part of a successful recruitment and selection process. Failure to induct new staff appropriately may result in the individual not staying in the new post for any significant period of time. It is the line Manager's responsibility, supported by the Human Resources team, to induct all employees to MAAC. Induction is a key component of staff performance and development and should assist staff to attain the required performance standards and necessary skills for the post.

Any newly appointed person, whether they are an internal or external applicant, will receive a full and comprehensive induction by their manager into the post and the team. For external appointments this should also cover induction to MAAC.

The induction should take place during the first month in the job and should be a planned process. Managers must ensure that staff receive a relevant and full induction covering all general and specific areas related to their post and employment, i.e. general areas will include Health and Safety, a specific. During the induction process an initial probation and objective setting meeting should be undertaken

Probationary Period

All new employees will be subjected to a probationary period that will be detailed within their contract of employment.

Please refer to "GUI-012 - Probation Period - Guidance for Employees" and "GUI-013 - Probation Period - Guidance for Managers" for further information.

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16 ONGOING CAPABILITY AND FITNESS TO UNDERTAKE ROLES

Contractual Requirements

It will be within the terms and conditions of employee contracts to ensure they maintain their fitness to practice for the role being undertaken.

Where required, this will include the requirement to maintain competency and professional registration. MAAC will have a process to gain assurance of maintenance of professional registration.

Monitoring Performance

MAAC has a robust organisational structure with clear lines of reporting and management. All new staff are informed of who their line manager is. Line managers will continually, as part of routine activities, monitor performance of the staff they are responsible for.

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As a minimum all staff will participate in an annual appraisal process, where a formal evaluation of performance, against expected requirements, will be undertaken. Please refer to “[POL-043 Appraisal Policy](#)” for further information.

The Clinical Operations team will continually monitor clinical performance through various methodologies, detailed within specific governance documents, including Standard Operating Procedures and Audits.

Managing Capability

Capability relates to the skills, aptitudes and mental and physical qualities required to perform a particular job of work. Lack of capability means being unable to maintain those requirements.

MAAC is committed to encouraging and supporting all current and new employees through ongoing learning and development. However, where employees are not performing to the standard expected in their role they will be managed in line with “[POL-014 Performance Improvement policy](#)”. This will ensure a fair, consistent and effective approach is undertaken to handle such situations.

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17 IMPLEMENTATION

This policy will be available through the platform utilised by MAAC providing access to current policies and procedures.

Its implementation will be communicated to all staff with responsibility under this policy.

Alternative forms of communication of key messages may be provided through alternative methods in order to emphasise key messages and in order for presentation of information to be usable, relevant and effectively implemented.

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18 MONITORING EFFECTIVENESS

All aspects of recruitment and selection processes will be monitored by the HR & Remuneration Committee. This information will be used to ensure that recruitment and selection practice remains in line with MAAC’s Policy and assist managers with future recruitment and selection processes. This information will guide future developments, i.e. potential positive action initiatives for under-represented groups.

Compliance of this policy is monitored by internal audit through MAAC’s agreed audit cycle.

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19 RELEVANT LEGAL, REGULATORY AND CODE REQUIREMENTS

- Disability Discrimination Act 1995
- Equality Act 2010
- Immigration, Asylum and Nationality Act 2006

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DOCUMENT HISTORY

Date	Summary of changes	Change by
15.07.21	Replaces "MAA-006 - Recruitment and selection policy - V7 - Jan-19" and takes account of MAAC becoming an independent provider and the inclusion of Clinical Operations	HR Manager
15.07.21	Updated following tracked changes from Finance Director	HR / Q&C Manager
21.07.21	V8 - Approved by Senior Leadership Team	SLT
29.09.21	Version 8 approved Human Resources and Remuneration (HRR) Committee with minor amendments. Updated to V8.1	HRR Committee
24.01.22	V8.1 - Amends request from HRR Committee - p13 typo and reference to Safeguarding policy.	HRR Committee
11.04.22	Amend from HRR committee above and rebrand and implementation date amended based on last review - updated to V8.2	Head of Q&C
14.02.24	Reviewed at Senior Leadership Team (SLT) meeting - agreed to extend V8.2 until end of August 2024 to enable full review ahead of HRR Committee where will be presented for updated approval.	SLT
27.05.24	Reviewed and updated by HR Advisor	HR Advisor
12.06.24	Agreed by Senior Leadership Team (SLT) with amends as tracker - updated to version 9	SLT

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