



Leadership Academy

Graduate Management Training Scheme

RECRUITMENT AND SELECTION GUIDELINES

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1. INTRODUCTION

- 1.1 The NHS Leadership Academy (the Academy) is committed to equality of opportunity for all candidates applying to secure a position as a Trainee on the NHS Graduate Management Training Scheme and is committed to employment practices, policies and procedures which ensure that no trainee, or potential trainee, receives less favourable treatment on the grounds of gender, race, colour, ethnic or national origin, sexual orientation, marital or civil partnership status, religion or belief, age, trade union membership, disability, offending background, domestic circumstances, social and employment status, HIV status, gender reassignment, political affiliation or any other personal characteristic. Diversity will be viewed positively and, in recognising that everyone is different, the unique contribution that each individual's experience, knowledge and skills can make is valued equally.
- 1.2 This document sets out the recruitment and selection process up to the point an offer of employment is made, subject to a number of pre-employment clearances, successful candidates will be subject to the NHS Business Services Authority's Pre-Employment Selection Policy. The NHSBSA acts as "host" employer for the Leadership Academy on behalf of the NHS Graduate Management Training Scheme.

2. SCOPE OF THE GUIDELINES

- 2.1 These guidelines are intended for anyone applying for a position onto the NHS Graduate Management Training Scheme and managers involved in the recruitment and selection process.

3. THE APPLICATION PROCESS

- 3.1 All candidates must complete an online application form together with a number of online tests.
- 3.2 If you have been successful at the first phase of the recruitment process you will receive an email inviting you to attend a face to face interview. The email will ask you to follow a link in order to book an interview slot. (Appendix 1) Once you have booked the interview slot you will receive a follow up email confirming the date, time, location and details of the interview itself. (Appendix 2)
- 3.3 The final stage of the selection process requires a one day attendance at The Leadership Challenge Assessment Centre. If you have been successful at interview you will receive an email inviting to book a place at the Assessment Centre. (Appendix 3). Once you have booked your place at the Centre, you will receive a follow up email confirming the date, time, locations and further information relating to the assessment process. (Appendix 4)

4. LEGAL CONSIDERATIONS

- 4.1 On 1st October 2010, the Equality Act harmonised and extended previous equality legislation, and provides protection against discrimination in recruitment and employment (and the provision of services), on the grounds of; age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or political affiliation.

5. CANDIDATES WITH DISABILITIES

- 5.1 The Leadership Academy/Graduate Scheme are committed to the employment of people with disabilities. The definition of 'disability' under the Equality Act (2010) is that a person has a disability if:

- They have a physical or mental impairment
- The impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities

For the purposes of the Act, these words have the following meanings:

- 'substantial' means more than minor or trivial
- 'long term' means that the effect of the impairment has lasted or is likely to last for at least 12 months
- 'normal day-to-day- activities' include everyday things such as doing household chores, using a telephone or public transport.

5.2 The Individual's Responsibilities

- 5.3 It is the responsibility of the candidate to notify the Graduate Scheme that they have a disability at the point of application, including the nature of the disability and whether any reasonable adjustments may be required to enable the candidate to participate in each stage of the recruitment and selection process. Types of disability include: -

- **Long-term illness or health condition** such as diabetes, cancer, HIV, multiple sclerosis, chronic heart disease, or epilepsy
- **Physical impairment**, such as difficulty using your arms or mobility issues which mean using a wheelchair, crutches or other mobility aid
- **Sensory impairment**, such as having a serious visual or hearing impairment
- **Mental health condition**, such as depression or schizophrenia
- **Learning disability/difficulty**, such as dyslexia or Down's syndrome, or cognitive impairment (such as autistic spectrum disorder)

- 5.4 It would be helpful if you are available to provide as much relevant information as possible about your disability in order to assist the Scheme in making the necessary adaptations.

- 5.5 If you are unable to complete the online application form and tests due to a disability, you are advised to contact the Resourcing Team NHS Leadership Academy.
- 5.6 Graduate Scheme's Responsibilities
- 5.7 The Scheme has a legal responsibility to ensure that people with disabilities are not subject to discrimination during the recruitment and selection process or throughout their employment on the Scheme.
- 5.8 To consider what reasonable adjustments are required to ensure that a disabled candidate is able to participate equally in the recruitment and selection process. This can be achieved by asking the candidates if they require any reasonable adjustments or special requirements at each stage of the recruitment process. Do not make assumptions that the adjustments for one part of the recruitment process will be suitable for the next stage. Please check with the candidates first.
- 5.9 The Scheme will confirm in writing with the candidate what reasonable adjustments have been put in place prior to the interview/assessment centre.
- 5.8 The same objective scoring/assessment system should be used for disabled and non-disabled candidates, with scores based solely on the answers given on competencies relating to the skills necessary for the Scheme.

6. CONFIDENTIALITY

- 6.1 All disclosures relating to a disability or any other type of personal information will be treated sensitively and the Scheme will maintain confidentiality to the maximum extent possible.

7. INFORMATION AVAILABLE TO THE INTERVIEW PANEL

- 7.1 Any personal information including disability status will not be disclosed as part of the shortlisting process. Only if necessary, will the interview panel be informed if candidates have any access requirements or other reasonable adjustments necessary for that stage of the recruitment process. They will not be informed of the nature of the disability unless it is appropriate to do so, for example, for a candidate with a hearing impairment who has identified that they require the panel to be 'face on', speaking slowly and distinctly', having a copy of the questions in written format, or the need to have an interpreter present.
- 7.2 The panel will be assessing candidates against the competencies for the NHS Graduate Management Training Scheme only.

8. PREPARATION FOR THE INTERVIEWS

- 8.1 Prior to the interview candidates will receive an outline of the interview process. (Appendix 2)

9. INTERVIEW PANELS

- 9.1 The panel chair will make introductions and set out the format of the interview, including how long the interview is expected to take. If a disabled candidate has requested additional time, as part of a reasonable adjustment, the panel must confirm that the length of the interview will be extended by the agreed amount of time. A record of the time the interview started and finished must be recorded for all candidates as well as detailed interview notes.

10. ASSESSMENT CENTRE

- 10.1 The final stage of the recruitment and selection process is the requirement for candidates to attend a one-day assessment centre. Candidates will receive confirmation that they have passed the interview stage and details about the assessment centre. (Appendix 4). The same considerations for making adjustments for candidates with disabilities as outlined in the sections above, also apply at this stage.

11. APPLICATION OUTCOMES

- 11.1 At each stage of the recruitment and selection process all candidates will receive an outcome on their application or interview.

12. COMPLAINTS ABOUT THE RECRUITMENT AND SELECTION PROCESS

The Individual

- 12.1 Any complaint should be raised as soon as possible and at the latest within 10 working days of the date of the interview/assessment date and should be addressed to Robert Farace, Senior Programme Lead Resourcing, NHS Leadership Academy, 157-197 Buckingham Palace Road, London, SW1W 9SP.
- 12.2 The complaint must be made in writing giving as much detail as possible and clearly stating why you feel you have been discriminated against or treated unfairly.

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- 12.3 On receipt of the complaint, an acknowledgment must be sent to the candidate immediately together with details of how the complaint will be handled.

- 12.4 If the complaint can be resolved quickly, this will be dealt with as soon as reasonable practicable. However, if the complaint is of a very serious nature it may be necessary to carry out an investigation.
- 12.4 An investigation should be conducted and completed within 10 working days. If the investigation is not concluded within 10 working days, a letter should be sent to the complaint detailing a revised timescale.
- 12.5 The investigation will include interviewing relevant people including the interview panel. The person conducting the investigation will be given access to all documents used in the recruitment and selection process.
- 12.6 The candidate will receive a letter detailing the outcome of the investigation.

Associated Policies: NHSBSA Pre-Employment Policy

Appendix 1 – (EXAMPLE ONLY)

Dear [firstname]

Congratulations!

RE: [schemename]

You have been successful at the first phase of the recruitment process and we would like to invite you to attend an interview.

At the interview, we will ask you questions about your motivation to join the NHS and in relation to specific areas from our NHS Healthcare Leadership Model. We will be looking for specific things you have personally done in relation to:

- Developing Capability and
- Leading with Care.

You will find it helpful to familiarise yourself with the NHS Healthcare Leadership Model:

<https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model>

Please use the link below to book your interview slot. We strongly recommend you log on now to book the most convenient interview slot in terms of location and time:

The link will be provided

IMPORTANT: Online booking closes at **xxxxxxx**. If you have not booked your interview slot by the closing date, we will assume that you have withdrawn your application.

If you need to contact us please email graduatescheme@leadershipacademy.nhs.uk or call 0845 300 1426

Prior to your interview, it would be helpful if you could inform us of any disability you may have and suggest adjustments which may help us overcome any disadvantages the disability may cause you when attending interview.

We have designed the system to be flexible to your needs and you can therefore attend any of the interview centres. This will not determine where you are ultimately placed upon successful completion of the process. We therefore recommend that you choose the location most accessible to you. If, however, the venue you choose has already been filled, you must choose an alternative.

Once you have registered for a place, you will be sent a confirmation email which will include further details and instructions.

Please note you can claim up to a maximum of £35 travel expenses subject to valid receipts being provided.

We look forward to seeing you at the interview stage.

Good luck,

NHS Graduate Recruitment Team

Appendix 2 – (EXAMPLE ONLY)

Dear [firstname]

Thank you for booking your interview. To confirm, you will be attending on:

Date: [startdate]

Time: [starttime]

Location: [location]

You will be interviewed by two/three senior NHS Managers. At the interview, you will have the opportunity to meet current trainees and NHS Service Managers with first-hand experience of the scheme.

Upon arrival, please report to the Graduate Scheme Reception Desk.

If you have any queries or you are unable to attend your interview, please call us as soon as possible on: **0845 300 1426**. This number should also be used on the day should you need to contact the Graduate Scheme Team.

Prior to your interview, it would be helpful if you could inform us of any disability you may have and suggest adjustments which may help us overcome any disadvantages the disability may cause you when attending interview.

We look forward to seeing you on [startdate].

Good luck

Kind regards,

NHS Graduate Recruitment Team

Interview Briefing Note

Please read this briefing note before you participate in the interview.

The interview focuses on your past experiences. We will be looking for specific examples of things you have personally done. The interview will last for 30 minutes however the whole process will last 1 hour.

During the interview, the following points might help you:

Understanding the questions

- Listen carefully to the interviewer as he/she reads the question.
- Do not be afraid to ask for the question to be repeated if you did not hear or understand them fully the first time.
- You can ask the interviewer to clarify points of language or meaning that you do not understand (e.g. the meaning of individual words) but he/she cannot give you a more detailed explanation of the questions.
- The interviewer will have a set series of questions that he/she will need to ask.

Giving your answer

- Your answers should be brief but comprehensive and relevant to the question.
- Try to use different examples for each question.
- Try to answer promptly – although the interviewer will not mind if you need a little time to think following the question.
- If you are unsure about what you have to do during the interview, then please ask the interviewer to clarify any points before the interview starts.

Please note – you will not be allowed to bring or refer to any notes/materials during the interview or at the Assessment Centre.

Appendix 3 – (EXAMPLE ONLY)

Congratulations

We would like to invite you to the final stage of the selection process.

The Leadership Challenge Assessment Centre takes place at No. 3, The Embankment, Sovereign Street, Leeds, LS1 4GP

You should arrive for a prompt 8.30am start and your assessment day will finish by 5pm. Please note you can claim travel expenses but they will be capped at £80.

We are running several assessment days and you can book yourself into a convenient date by copying the link provided into your browser.

Please note that these slots will close for bookings at **xxxxxxxxxx**, so you must book as soon as possible to avoid missing out on the next stage.

If you have any questions, please contact us immediately via email graduatescheme@leadershipacademy.nhs.uk or on 0845 300 1426

Prior to your attendance at the Assessment Centre, it would be helpful if you could inform us of any disability you may have and suggest adjustments which may help us overcome any disadvantages the disability may cause you when attending the centre.

We look forward to seeing you at the Leadership Challenge Assessment Centre.

Good luck,

NHS Graduate Recruitment Team

Appendix 4 – (EXAMPLE ONLY)

NHS GRADUATE SCHEME - Assessment Confirmation

Dear [firstname],

Thank you for booking your place on the Leadership Challenge Assessment Centre for the NHS Graduate Management Training Scheme.

We can confirm you are now booked for:

[startdate] at [starttime] at [location].

Prior to your attendance at the Assessment Centre, it would be helpful if you could inform us of any disability you may have and suggest adjustments which may help us overcome any disadvantages the disability may cause you when attending the centre. If you have not informed us previously or you have not received confirmation of what special requirements/adjustments have been put in place, please contact us immediately on graduatescheme@leadershipacademy.nhs.uk or 0845 300 1426.

IMPORTANT - Identification check

If you are offered a place on the scheme, you must complete a Criminal Records Bureau check. As a result, it is essential that you supply the following information. We are unable to confirm any offer of employment without this information. Please could you bring along two of the following original forms of identification:

Passport (any nationality)

UK Birth Certificate

UK Issued Driving Licence (England, Wales, Scotland, Northern Ireland, either photo card or paper). A photo card is only valid if the individual presents it with the counterpart licence

EU Photo Identity Card (EU countries only)

HM Forces ID Card

UK Firearms Licence

If you have any queries please contact us immediately on 0845 300 1426 or graduatescheme@leadershipacademy.nhs.uk

Good Luck!

NHS Graduate Recruitment Team