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Recruitment and Selection Policy

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[Practice Name] is committed to recruiting, selecting, and retaining individuals who demonstrate the skills, qualifications, values, experience, and behaviours necessary to deliver safe, effective, and high-quality patient care. The practice recognises that effective recruitment is essential to patient safety, workforce stability, regulatory compliance, and the delivery of high standards of clinical and administrative services.

This policy establishes a clear, fair, transparent, and consistent framework for all recruitment and selection activity undertaken by the practice. It is intended to ensure that appointments are made solely on the basis of merit, competence, suitability, and alignment with organisational values, while maintaining compliance with employment legislation, safeguarding obligations, and regulatory requirements.

The practice is committed to ensuring that recruitment processes are conducted professionally, objectively, and without unlawful discrimination. Recruitment decisions will be based on evidence gathered through a structured and documented process designed to identify the most suitable candidate for each role.

Purpose

The purpose of this policy is to ensure that all recruitment and selection activity within the practice is conducted in a lawful, safe, effective, and equitable manner.

This policy supports the practice in attracting and appointing individuals who are appropriately qualified, experienced, and suitable to work in a healthcare environment. It also ensures that robust pre-employment checks are completed before any appointment is confirmed, thereby protecting patients, staff, and the wider public.

In addition, this policy aims to promote equality of opportunity, support workforce planning, reduce recruitment risks, and ensure compliance with regulatory and contractual requirements.

Scope

This policy applies to all recruitment and selection activity undertaken by or on behalf of [Practice Name], regardless of whether the appointment is permanent, fixed-term, temporary, part-time, full-time, bank, locum, voluntary, trainee, apprenticeship, or contract-based.

It applies to all roles within the practice, including clinical, administrative, managerial, support, and leadership positions.

The policy applies to GP partners, recruiting managers, interview panel members, the practice manager, and any individual involved in recruitment decisions.

Legal and Regulatory Framework

This policy has been developed in accordance with relevant employment, safeguarding, and regulatory requirements, including the Equality Act 2010, the Rehabilitation of Offenders Act 1974, the Immigration, Asylum and Nationality Act 2006, the Data Protection Act 2018, and UK safeguarding requirements.

The practice will also comply with relevant requirements issued by the Care Quality Commission, including the Fit and Proper Persons requirements where applicable, together with professional registration standards issued by bodies such as the General Medical Council, the Nursing and Midwifery Council, and other relevant professional regulators.

Principles of Recruitment

The practice is committed to ensuring that recruitment and selection processes are conducted fairly, consistently, and transparently.

Appointments will be made on merit following an objective assessment of qualifications, experience, knowledge, skills, competence, values, and suitability for the role.

The practice will take all reasonable steps to ensure that no applicant receives less favourable treatment on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, sexual orientation, or any other protected characteristic as defined by the Equality Act 2010.

Reasonable adjustments will be considered and provided throughout the recruitment process where required.

The practice is committed to safer recruitment and recognises its duty to protect children, young people, adults at risk, patients, staff, and visitors.

Workforce Planning and Vacancy Approval

Before recruitment begins, the need for a vacancy must be reviewed and formally approved by the appropriate senior manager or GP partners.

Consideration should be given to service requirements, workforce capacity, budget availability, skill mix, succession planning, organisational priorities, and whether alternative staffing arrangements may be appropriate.

Once approval has been granted, arrangements may begin for recruitment.

Job Analysis, Job Descriptions, and Person Specifications

Before advertising any vacancy, the recruiting manager must ensure that an accurate and up-to-date job description and person specification are prepared or reviewed.

The job description must clearly define the purpose of the role, reporting arrangements, responsibilities, duties, accountability, and any professional or regulatory requirements.

The person specification must identify the qualifications, experience, knowledge, skills, competencies, and personal attributes essential and desirable for successful performance in the role.

Selection criteria must be relevant, proportionate, objectively measurable, and directly related to the duties of the post.

Advertising Vacancies

Vacancies will normally be advertised in a manner that supports fair competition and attracts a diverse field of suitable applicants.

Advertisements may be placed internally, externally, or both, depending on operational requirements.

Advertisements will provide sufficient information regarding the role, working arrangements, salary where applicable, closing date, interview arrangements, and application process.

All advertisements will reflect the practice's commitment to equality, safeguarding, and safer recruitment.

Applications

All applicants must complete the required application process and provide accurate, complete, and truthful information.

Curriculum vitae may be accepted where appropriate; however, the practice may require completion of a formal application form to ensure consistency and to obtain relevant employment history.

Applicants will normally be asked to disclose previous employment, qualifications, professional registration where relevant, explanations for gaps in employment, and details of referees.

Providing false, misleading, incomplete, or deliberately omitted information may result in disqualification from the recruitment process or withdrawal of an offer of employment.

Shortlisting

Applications will be assessed against the published person specification by individuals authorised to participate in recruitment.

Shortlisting decisions will be based solely on evidence provided by the applicant and the requirements of the role.

Records of shortlisting decisions will be retained in accordance with the practice's records management procedures.

Applicants who require reasonable adjustments during the recruitment process will be supported wherever reasonably practicable.

Selection Process

Selection methods will be appropriate to the role and may include structured interviews, competency-based interviews, values-based assessments, practical exercises, written assessments, presentations, or role-specific testing.

Selection processes will be designed to assess candidates fairly, consistently, and objectively against the agreed criteria.

Interview panels should normally include at least two appropriately trained individuals where practicable.

Interview questions will be relevant to the requirements of the role and designed to assess competence, judgement, communication, professionalism, safeguarding awareness, and alignment with the values of the practice.

All candidates will be given the opportunity to demonstrate their suitability in a fair and respectful environment.

Accurate records of interviews, scoring, and recruitment decisions will be maintained.

References

References will normally be obtained following interview and prior to confirmation of appointment. At least two references should be obtained, including where possible the applicant's current or most recent employer.

References should be reviewed carefully to verify employment history, conduct, competence, attendance where relevant, and suitability for the role. Any discrepancies, concerns, or incomplete information must be explored before an appointment is confirmed.

Personal references may be accepted only where professional references are not reasonably available and where appropriate to the role.

Pre-Employment Checks

No appointment will be confirmed until all required pre-employment checks have been completed satisfactorily.

The level of checking required will depend on the nature of the role, but may include verification of identity, confirmation of qualifications, employment history checks, professional registration verification, right to work checks, occupational health clearance, criminal record checks through the Disclosure and Barring Service where appropriate, and verification of conduct or registration status with relevant regulators.

Where concerns arise during pre-employment checks, these will be reviewed objectively and risk assessed before any final decision is made.

Criminal Record Checks

Where a role is eligible for criminal record checking, applicants will be informed of the requirement at the earliest opportunity. The practice recognises that having a criminal record does not automatically prevent employment.

Any disclosures will be considered fairly, proportionately, and confidentially, taking account of the nature of the offence, relevance to the role, time elapsed, patterns of behaviour, safeguarding implications, and legal requirements under the Rehabilitation of Offenders Act 1974.

Right to Work

The practice has a legal duty to verify that all employees have the legal right to work in the United Kingdom in accordance with the Immigration, Asylum and Nationality Act 2006.

Right to work checks will be undertaken consistently for all successful candidates before employment begins. No candidate will be permitted to commence work until this requirement has been met.

Offer of Employment

Any offer of employment made by the practice will be conditional upon satisfactory completion of all required checks and approvals.

Offers may be made verbally in principle but will not be considered confirmed until issued in writing.

Where required checks are not satisfactory, the practice reserves the right to withdraw the offer.

Induction and Probation

All new employees will complete an induction process appropriate to their role, responsibilities, and level of patient contact. Induction will include orientation to the practice, governance arrangements, safeguarding responsibilities, information governance, health and safety, infection prevention, professional expectations, and mandatory training requirements.

Where applicable, appointments will be subject to a probationary period during which performance, conduct, attendance, capability, and suitability for the role will be reviewed.

Recruitment Records and Confidentiality

Recruitment documentation will be handled confidentially and processed in accordance with the Data Protection Act 2018 and relevant data protection requirements. Access to recruitment information will be limited to authorised individuals.

Recruitment records will be retained only for as long as necessary and in accordance with records management requirements.

Roles and Responsibilities

GP partners and senior leaders are responsible for ensuring that recruitment is conducted in accordance with this policy and that appropriate resources, oversight, and governance arrangements are in place.

The practice manager is responsible for coordinating recruitment activity, maintaining documentation, ensuring checks are completed, and supporting compliance.

Recruiting managers and panel members are responsible for applying selection criteria fairly, documenting decisions accurately, maintaining confidentiality, and escalating concerns where necessary.

Applicants are responsible for providing accurate and honest information throughout the recruitment process.

Monitoring and Review

The practice will monitor recruitment activity to ensure fairness, consistency, diversity, regulatory compliance, and effectiveness.

Recruitment outcomes, safer recruitment compliance, workforce trends, and any identified risks or learning points may be reviewed through governance processes.

This policy will be formally reviewed at least annually, or sooner where legislative, regulatory, or organisational changes require amendment.