

## **Resourcing Department**

# **MANAGERS GUIDE TO INTERVIEWS, APPOINTMENTS AND PRE-EMPLOYMENT CHECKS**

[resourcing.hyweldda.hdd@wales.nhs.uk](mailto:resourcing.hyweldda.hdd@wales.nhs.uk)

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This guidance summarises the key points of the recruitment and selection process.

The Recruiting Manager should have undergone appropriate Recruitment and Selection training prior to recruiting staff.

### **The Importance of Following the Recruitment Procedure**

The Standard Operating Procedure for the safe recruitment and selection of staff has been agreed between Organisations and the NWSSP Recruitment Service to comply with current employment legislation, NHS Employers Pre Employment Check Standards and best practice. Failure to follow the procedure may lead to an applicant being treated in a discriminatory manner, even though this may be inadvertent or unsafe recruitment decisions being made. It is important that guidelines are followed and all paperwork is completed appropriately and the relevant information is returned to Recruitment as requested, in a timely manner. Failure to do so will lead to delays in the recruitment process.

Please note that if you are involved in any part of the recruitment process you have an obligation to disclose any relationship with an applicant (either personal relationship/friendship or relative) to your line manager and also remove yourself from all stages of the recruitment process. This is to avoid any conflict of interest and to ensure a fair and equal recruitment process for all. Candidates are required to declare relationships with employees at point of application for the same reason. This should also ensure recruitment decisions are not challenged. If you are unsure whether to disclose a relationship either the recruitment/resourcing team or your local Workforce team will be happy to advise you. For further information please refer to the Personal Relationships at Work Policy:

<http://www.wales.nhs.uk/sitesplus/documents/862/334-RelationshipsatWorkpolicy-version2.pdf>

### **Implications of Not Complying with Employment Law**

Discrimination legislation exists to ensure fair and equal treatment of individuals at all times during the recruitment and selection process.

It is unlawful to discriminate against an individual, either through:

- direct discrimination, which occurs when people are treated people less favourably than others because of their gender or race, age, sexual orientation, religion or belief, or because they have a disability, they are pregnant or have just had a baby, gender reassignment or they are married or in a civil partnership.

OR

- indirect discrimination, which occurs when provisions, criterion or practices are in place that disadvantages people of a particular gender, race, age, sexual orientation, religion or belief, or who have a disability, they are pregnant or have just had a baby, gender reassignment or they are married or in a civil partnership.

An individual who believes that he or she has been discriminated against during the recruitment and selection procedure has the right to take a claim against the organisation to an Employment Tribunal. This right applies to potential employees as well as existing employees.

### Hywel Dda Health Board commitments



The Health Board aims to attract appropriately skilled people with positive attitudes to work for us. The high quality of our clinical services depends on our ability to recruit and retain highly skilled, motivated and committed people whilst recognising the valuable contribution that both individuals and teams make to patient services.

We aim to recruit from a basis of upholding the core principles of Human Rights, which also underpin the foundation of the NHS Constitution, Fairness, Respect, Equality, Dignity and Autonomy, (FREDA Principles), ensuring that everyone has an equal opportunity to become part of the organisation and that all job applicants, staff and service users are treated fairly, with respect and without bias. This is demonstrated by the Health Boards Values & Behaviours Framework and commitment to the following initiatives which encourage and assist organisations to eliminate discrimination and promote an inclusive working environment:-

- Age Positive (promoting equality in relation to age either young or old)
- Disability Confident scheme (promoting equal opportunities for disabled people - please see further advice in short listing guidance document)
- Mindful Employer Charter (an initiative aimed at increasing awareness of mental health at work and providing support in recruiting and retaining staff)

### Statutory Welsh Language Scheme & Bilingual Skills Strategy

As part of the Health Board's Statutory Welsh Language Scheme & Bilingual Skills Strategy our aim is to enable everyone who receives or uses our services to do so through the medium of Welsh or English, according to personal choice.

In order to ensure we have enough staff with appropriate language skills to deliver a bilingual healthcare service to the public, you may have identified the need for a Welsh Speaker as essential on your personal specification. If this is the case this would need to be tested at interview. There should be at least one Welsh speaking member on the interview panel who should ask questions in Welsh in order to test the candidate's spoken Welsh skills. For further guidance refer to the Bilingual Skills Strategy available on the intranet.

## Interview Guidelines

It is important to ensure that all interviews are structured, follow the same format and avoid any potentially discriminatory questions (e.g. asking a female applicant about child-care arrangements but not asking male applicants the same question).

### IMPORTANT INFORMATION: Interview Questions

Before commencing the interview, please ensure the terms and conditions contained in the Interview Checklist (page 9) are conveyed to every candidate.

From 1 October 2010, s.60 of the Equality Act 2010 makes it potentially discriminatory, on the ground of disability, for employers to ask a job applicant questions about his or her health or disability prior to making a job offer to that person or, if the employer is not in a position to offer work, prior to including him or her in a pool of applicants from whom to select to offer work when it is in a position to do so.

**Please DO NOT ask any health related questions at interview such as 'Number of day's sickness in last 2 years'.**

### Starting Salary & Relocation Expenses

For new or re joiners to the NHS all offers of employment are the minimum of the salary scale. Please seek advice from the Guidance on Starting Salaries Policy for further information.

For difficult to fill posts relocation expenses may be offered. Please seek advice from the Relocation Expenses Policy for further information.

### Interview Notes

Interviewers should always complete interview assessment forms (provided in this pack) during or immediately after the interview, recording relevant answers and supporting information. Interviewers need to bear in mind the provisions of the Data Protection Act 1998 which enables the candidate to ask to see interview notes where they form part of a 'set' of information about themselves. In addition, the panel's decision may be challenged under discrimination legislation and therefore accurate notes are essential in providing details of how the decision was reached.

**The Recruiting Manager must ensure all terms on the enclosed Interview Checklist are discussed with each candidate.**

**N.B.** Any notes taken during the course of the interview must be retained by the Recruiting Manager for 13 months and may be made available to candidates in the case of a dispute on the appointment. The notes must be kept and placed on the personal file for the appointed candidate.

**A start date can only be agreed once the Recruitment Service has confirmed all the pre-employment checks have been received.**

## Proof of Identity at Interview

All applicants must provide the Interview Panel with one form of photographic personal identification.

Acceptable photographic personal identification include:

- Current UK (Channel Islands, Isle of Man or Irish) passport or EU/other nationalities passport.
- Passports of non EU nationals, containing UK stamps, a visa or a UK residence permit showing the immigration status of the holder in the UK
- A current UK or EU/other nationalities photo-card driving licence (providing that the person checking is confident that non UK photo card driving licences are bona fide)
- A national ID card and/or other valid documentation relating to immigration status and permission to work.

Any document that is not listed above (i.e. an organisational ID card) is not acceptable.

## Proof of Qualifications at Interview

Candidates will also be asked to bring proof of the essential qualifications as listed on the Person Specification. The certificates provided must be the original document.

**Photocopies of ID documents or qualifications are not required as the successful candidate will be required to attend a face-to-face pre-employment document check **appointment** with Recruitment.**

## What happens after being interviewed? Candidates Information Sheet

**Please ensure every candidate is given a copy at interview.**

All appointees are responsible for ensuring they meet the requirements of the recruitment process. Failure to do so, may result in the offer of employment being withdrawn.

The Candidate Information Sheet (pages 12 & 13) explains their role in the recruitment process and what the appointee must do to ensure their pre-employment checks are not delayed.

## Next Steps Following Interview

As the Recruiting Manager you will need to:

- ✓ Conditionally offer the post to the successful candidate **subject to the following pre-employment checks:**

- satisfactory references
- an Occupational Health assessment
- a Disclosure and Barring Service check (where applicable)
- original essential qualifications (where applicable)
- Professional Registration check (where applicable)
- evidence of right to work in the UK
- evidence of identity

**Please ensure you also make the candidate aware that their Conditional Appointment Letter, Occupational Health Questionnaire and an appointment for a Pre-Employment Check appointment WILL BE EMAILED to the address they used in their application.**

- ✓ Contact the unsuccessful candidates with the outcome of their interview
- ✓ Initiate the **Internal Fast Track Process** if appropriate. Further information can also be found on the Recruitment Intranet Page. <http://nww.working4us-hduhb.wales.nhs.uk/recruitment-department>
- ✓ Enter interview outcome on Trac and move the successful applicant to 'Offer' no later than 1 day following the interview. **WHERE THE PERSON SPECIFICATION STATES 'QUALIFICATION OR EQUIVALENT EXPERIENCE' AS ESSENTIAL, PLEASE NOTE WHERE YOU HAVE APPPOINTED BASED ON EQUIVALENT EXPERIENCE ON TRAC.**
- ✓ **WHERE THE PERSON SPECIFICATION STATES 'QUALIFICATION OR EQUIVALENT QUALIFICATION' AS ESSENTIAL PLEASE NOTE THE QUALIFICATION YOU ARE EXPECTING RECRUITMENT TO CHECK**
- ✓ Retain all Interview Assessment forms for **13** months. The successful candidate's interview assessment form must be retained on the personal file. After **13** months, the Interview Assessment forms for the unsuccessful candidates must be destroyed in confidential waste. Please do not send to Resourcing.

# Manager's Guide to Pre-Employment Checks

## Quick Checklist for Pre-Employment Checks

- The Manager, Recruitment and the Appointee are responsible for ensuring pre-employment checks are expedited as quickly as possible.
- Ensure all emails received from Resourcing or Shared Services Recruitment are read and actioned in a timely manner
- Keep in frequent contact with appointee, asking them to contact their referees to chase outstanding references
- Liaise with Resourcing via [resourcing.hyweldda.hdd@wales.nhs.uk](mailto:resourcing.hyweldda.hdd@wales.nhs.uk) to discuss any questions as they arise to ensure a timely resolution
- Approve references on Trac as soon as you receive them
- Monitor the progress of the Pre Employment checks on Trac, you will also receive a weekly report by email of all your vacancies and appointees in the Trac system

**PLEASE DO NOT AGREE A START DATE WITH THE APPOINTEE UNTIL YOU HAVE BEEN NOTIFIED BY RECRUITMENT THAT ALL PRE-EMPLOYMENT CHECKS ARE COMPLETE**

## NHS Wales Reference Guidance

### *Internal to Department*

No reference required unless requested by the Recruiting Manager.

### *Internal to Organisation (including Bank)*

One written reference from the current line manager will be requested by Recruitment. Bank references will be sought from the Bank Department where possible.

### *Internal to NHS Wales*

If the applicant is currently employed by an alternative NHS organisation (including Trusts in England), Recruitment will request one written reference from the current line manager. Please note GP practices are not usually classed as NHS Organisations unless they are managed ones.

### *External*

Recruitment will request two written references covering the last two years of employment and/or education history, one of which must be the current or most recent line manager. Where an appointee has been with the same employer for over two years one reference is sufficient.

Should an applicant have more than two employers within the last two years references should cover a sufficient period of time i.e 12-18 months, a pragmatic approach should be taken to the number of references requested i.e. not exceed three references. A gap in employment within the last two years should be explored at interview by the hiring manager, a character reference would not be required.

### **Character References**

If Recruitment are unable to obtain a reference from any previous employer or education provider for any period of time then a character reference may be requested. This would only be an option after all attempts to obtain employment references from any previous employer have failed.

If it is agreed that a character reference is required, it should be someone known to the candidate for the past two years. Personal acquaintances may include professors, academic advisors or someone of some standing in the applicant's community. Applicants must ensure the referee email address does not contain yahoo, Hotmail etc (where possible).

Further guidance about persons of some standing in the community can be found on the [NHS Employers website](#).

### **Tutor**

A tutor reference should be obtained for Newly Qualified Appointments

**Please confirm referee email address/es are present and correct on application form and update Trac if the details provided are different to the application form with offer details.**

### **Proof of Identity and Right to Work**

The appointee will book an appointment to attend a Pre-Employment Document Check **appointment** with Recruitment in their Conditional Offer Letter, unless not required under the Internal Fast Track Process.

**Please Note:** If the appointee has temporary right to work in the UK, it is the manager's responsibility to liaise with the Resourcing Team to ensure right to work is maintained during the course of their employment.

### **Proof of Essential Qualifications**

These will be obtained at the Pre-Employment Document Check **appointment**, unless not applicable or not required under the Internal Fast Track Process.

WHERE THE PERSON SPECIFICATION STATES 'QUALIFICATION OR EQUIVALENT EXPERIENCE' AS ESSENTIAL, PLEASE NOTE WHERE YOU HAVE APPOINTED BASED ON EQUIVALENT EXPERIENCE ON TRAC.

WHERE THE PERSON SPECIFICATION STATES 'QUALIFICATION OR EQUIVALENT QUALIFICATION' AS ESSENTIAL PLEASE NOTE THE QUALIFICATION YOU ARE EXPECTING RECRUITMENT TO CHECK

## DBS Check

All external appointees will require a new DBS check unless they are subscribed to the DBS Update Service or it is not required for their post.

If the appointee is internal to NHS Wales the appointee may not require a DBS check. This will be established by Recruitment upon receipt of the offer details on Trac.

A Pre-Employment Document Check **appointment** is mandatory where a new DBS check is required.

## Occupational Health Clearance

All appointees are required to complete an Occupational Health Questionnaire, which will be attached to the email with the Conditional Appointment Letter. **Please ensure the candidate returns the completed questionnaire directly to Occupational Health within 3 days via email [Occupational.health.hdd@wales.nhs.uk](mailto:Occupational.health.hdd@wales.nhs.uk) from their own emails and not their Trac accounts.**

## Professional Registration

Recruitment will obtain proof via online registers where available.

Where an online register is not available, Recruitment will require proof of registration.

If the Appointee is internal to the Department or Organisation, the Recruiting Manager may provide Recruitment with a certified copy of the professional registration document.

If the Appointee is internal to NHS Wales, then Recruitment will liase with the appointee to obtain proof via post or at a PEC **Appointment**.

## Interview Checklist

The following terms and conditions must be conveyed to each candidate

<b>Post:</b>	INSERT JOB TITLE	<input type="checkbox"/>
<b>Base:</b>	INSERT BASE	<input type="checkbox"/>
<b>Tenure:</b>	Please select UNTIL	<input type="checkbox"/>
<b>Hours of work:</b>	ENTER NUMBER OF HOURS PER WEEK	<input type="checkbox"/>
<b>SALARY:</b>	Band Salary Scale	<input type="checkbox"/>
<b>ANNUAL LEAVE</b>	27 days up to 5 years service, 29 days between 5 and 10 years service and 33 days over 10 years service plus 8 Bank Holidays (pro rata for part-time staff).	<input type="checkbox"/>
<b>NOTICE PERIOD</b>	How much notice do you need to give your current employer?	<input type="checkbox"/>
<b>PROFESSIONAL REGISTRATION (if applicable), QUALIFICATIONS &amp; ID</b>	Original photographic ID and documented proof of registration and qualifications should be viewed and verified. Photocopies are not required. The appointee will be required to attend a pre-employment document check <b>appointment</b> with Recruitment if they are successful. Failure to attend this <b>appointment</b> will lead to withdrawal of the offer of employment	<input type="checkbox"/>
<b>CRIMINAL RECORDS</b>  <b><u>IMPORTANT NOTE:</u></b> This question should only be asked if the role requires a DBS check.	<p>If a DBS check is necessary, all applicants should be asked the following questions at interview:-</p> <p><b>Do you have any convictions or cautions (excluding youth cautions, reprimands or warnings) that are not 'protected' as defined by the Ministry of Justice? If so, please provide details of the unspent conviction or caution including the date you received this.</b></p> <p>The amendments to the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (2013 and 2020) provides that when applying for certain jobs and activities, certain convictions and cautions are considered 'protected'. This means that they do not need to be disclosed to employers, and if they are disclosed, employers cannot take them into account. Guidance about whether a conviction or caution should be disclosed can be found on the <a href="https://www.gov.uk/government/publications/dbs-filtering-guidance/dbs-filtering-guide">Ministry of Justice</a> website. Applicants can also find further information at <a href="https://www.gov.uk/government/publications/dbs-filtering-guidance/dbs-filtering-guide">https://www.gov.uk/government/publications/dbs-filtering-guidance/dbs-filtering-guide</a></p> <p>All staff that will be in sole charge of, regular care for or have regular contact with children or vulnerable adults are required to give their consent to the Disclosure and Barring Service undertaking a Disclosure Check on the Health Boards/Trusts behalf. The offer of employment will be subject to a satisfactory check.</p>	<input type="checkbox"/>
<b>GAPS IN EMPLOYMENT</b>	Ensure any gaps in employment history are explored and noted	<input type="checkbox"/>
<b>REFERENCES</b>	<p>Confirm referee email address/es are present and correct on application form and update trac if the details provided are different to the application form with offer details. Recruitment will seek appropriate references upon receipt of the offer details, unless the Internal Fast Track has been initiated when appropriate</p> <p><b>Note to Managers: The Internal Fast Track Process should be used for all appointees employed by the NHS in Wales.</b></p>	<input type="checkbox"/>
<b>HEALTH SCREENING</b>	Appointment is made subject to a satisfactory Health Declaration by the Occupational Health Department. This includes both internal and external staff. No health-related questions should be asked at interview	<input type="checkbox"/>

**ALL POSTS ARE TO BE CONDITIONALLY OFFERED 'SUBJECT TO  
SATISFACTORY PRE-EMPLOYMENT CHECKS'**



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

## INTERVIEW ASSESSMENT FORM

**NB:** All information that is recorded in this document may be disclosed to the candidate if requested.

<b>Post Title:</b>		Ref No:		Date:	
<b>Department:</b>		Name of candidate:			
<b>AREA OF COMPETENCE</b> (taken by the panel from the Job Description and Person Specification)		<b>COMMENTS</b>		<b>RATING</b> 1 = Poor (meets little or no criteria) 2 = Average (meets some criteria) 3 = Good (meets criteria) 4 = Excellent (more than meets criteria)	
<b>Qualifications/Knowledge</b>					
<b>Experience</b>					
<b>Attitude/Abilities</b> (include response to <b>dignity</b> question/test)					
<b>Circumstances</b>					
<b>Values &amp; Behaviours</b> *Dignity, Respect & Fairness *Integrity, Openness and Honesty *Caring, Kindness and Compassion					

<b>Other</b> Please note any information divulged at interview e.g DBS information declared.			
<b>Total score &amp; Conclusion/Decision</b>			



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

## PRESENTATION ASSESSMENT FORM

<b>Post Title:</b>		Ref No:		Date:	
<b>Department:</b>		Name of candidate:			
<b>AREA OF COMPETENCE</b>	<b>COMMENTS</b>			<b>RATING</b> 1 = Poor (meets little or no criteria) 2 = Average (meets some criteria) 3 = Good (meets criteria) 4 = Excellent (more than meets criteria)	
<b>Delivery of presentation</b>					
<b>Structure of Presentation</b>					
<b>Content of Presentation</b> (accuracy of info, depth of knowledge, enthusiasm etc)					
<b>Did presentation address the subject?</b>					

<b>Values &amp; Behaviours</b> *Dignity, Respect & Fairness *Integrity, Openness and Honesty *Caring, Kindness and Compassion		
<b>Use of visual aids</b>		
<b>Response of applicant to feedback about presentation e.g. listening skills</b>		
<b>Other comments</b>		Total score:-

# What happens after being interviewed?

## Candidates Information Sheet



Partneriaeth  
Cydwasaethau  
Gwasanaethau Cyflogaeth  
Shared Services  
Partnership  
Employment Services

Please read this document carefully to ensure you understand the recruitment process and, if you are successful, the steps you need to take to ensure your recruitment is not delayed

**Failure to comply with the pre-employment check requirements and/or engage with Recruitment in a reasonable manner may result in withdrawal of your offer of employment**

**If you are not successful...**the interview panel will contact you by telephone to inform you of their decision and provide you with feedback. Please ensure the interview panel has the correct contact number for you.

**If you are successful...**the Recruiting Manager will contact you by telephone to verbally offer you the post, then inform Recruitment. The offer at this stage will be conditional and is subject to receiving the following satisfactory pre-employment checks:

- Employment History Check via References
- Occupational Health
- Identity and Right to work in the UK
- Professional Registration (if applicable)
- DBS, formerly known as CRB check (if applicable)
- Qualifications (if listed as essential in the Person Specification)

### The Importance of Pre Employment Checks

All NHS organisations are required to ensure they have robust recruitment and *employment practices in place to ascertain a person's fitness and suitability* for the role they have been conditionally offered and to ensure safe recruitment.

NHS Wales employers must demonstrate that they are meeting the relevant regulatory requirements in this regard, by evidencing compliance with the NHS Employment Check Standards.

Pre Employment checks are important because:

- They are a condition of the employment offer.
- They apply to all successful applicants, which includes internal staff already employed or engaged by an NHS Wales organisation.
- They ensure NHS organisations are recruiting safely and appropriately.

Candidates who fail to comply with the pre employment check requirements could have their conditional offer of employment withdrawn.

NWSSP Recruitment Advisors are happy to provide candidates with further information on the NHS Employment Check Standards if required.

**PLEASE NOTE: Recruitment will contact you by email using the email address registered on your Trac or NHS Jobs account. Please check your emails regularly to avoid any delays.**

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

#### **IMPORTANT**

**The email you receive from Recruitment will ask you to book a Identity Check Appointment. It is important that you attend this appointment with the correct combination of documents. Please follow the instructions on Trac to help you identify the correct acceptable documents.**

*NB: If we do not ask you in the letter/email to make an appointment, then Recruitment already has the required information on record and you do not require an appointment.*

#### **Employment History Check via References**

If Recruitment requires further referees or contact details they will attempt to contact by telephone for this information. If they are not able to contact you by phone they will email you, so it's important that you check your emails regularly. Please do everything possible to obtain an email address for your referees. If Recruitment has difficulty in obtaining your references, Recruitment will ask you to chase your referees. Please inform your referees to expect a reference request shortly.

#### **Occupational Health**

Enclosed in the Conditional Offer Pack will be an Occupational Health Questionnaire.

**IMPORTANT:** It is imperative that you print the Occupational Health questionnaire, complete and send to the Occupational Health address on the last page **within 3 days of receipt**. This also **applies to all internal staff**.

#### **Professional Registration (if applicable)**

If the Registered Body has an online register, your registration will be checked when your conditional offer letter is prepared. If the Registered Body does not have an online register, please ensure you bring proof of registration to the ID Check **Appointment**.

#### **Qualifications (if applicable)**

If the Person Specification lists any qualifications as 'Essential', you must provide Certificates at the ID Check **Appointment**. If you no longer have the Certificates, then you will be required to obtain copies from the awarding body.

**Failure to provide proof of essential qualifications within 30 days of the offer, may result in the offer of employment being withdrawn. Therefore, if you require copies of your Certificates, please request these as soon as possible to avoid delay.**

#### **Identity and Right to Work in the UK**

It is your responsibility to provide proof of your identity and right to work in the UK. When you book your ID Check appointment, Trac will then provide you with a list of acceptable documents, such as Driving Licence, Passport, etc. Only certain documents can be accepted in certain combinations. It is therefore important that you follow the

guidance on Trac to ensure you bring the correct documents. **You will be required to provide proof(s) of address. The most commonly used documents are a financial statement or utility bill less than three months old. If you receive your statements/bills online, please order a postal copy as soon as possible to avoid delaying your pre-employment checks.**

### **DBS Check (if applicable)**

If the post requires a DBS check, your Conditional Offer Letter will contain a web link enabling you to complete an online DBS Application Form. It is important that you complete and submit the application before attending your ID Check **Appointment**. At the **appointment**, we will verify your identity and submit your application form. You will then receive a DBS Certificate. If the Certificate discloses information, you will be asked to send us the original Certificate. If the Certificate does not disclose any information you do not need to take any further action with regard to your DBS check. Please retain your Certificate in a safe place. You may wish to consider subscribing to the DBS Update Service. Further information will be provided to you in an email once your DBS Application has been submitted.

### **Internal Staff And Pre-Employment Checks**

Pre-employment checks apply to all successful applicants, including internal staff already employed or engaged by a Health Board or Trust in Wales. Recruitment will attempt to re-use previous pre-employment checks where possible. However, if you receive an invitation to book an ID Check appointment, it is because your previous checks do not meet the current requirements set by the Home Office, DBS and/or NHS Policy.