

Internal Talent Mobility Process

April 2025



Policy/Procedure Development Overview

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¹ This policy is unique to PHA and therefore local consultation was conducted via AFC TU Chair which was fully completed on 17th April 2025.

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1.0 Introduction

- 1.1 The Internal Talent Mobility (ITM) process was introduced in July 2023 as a 'proof of concept' model replacing the former Directorate level Expression of Interest process. Facilitating the internal movement of staff to fill short term gaps whilst bringing the benefit of promoting opportunities for staff development and cross Directorate collaboration, this model has brought significant benefit to the Public Health Agency (PHA) since introduction.
- 1.3 Following review of both the benefits and challenges, it has been determined that this process should be regularised with some minor amendments.
- 1.4 This document sets out the operational framework for this refreshed ITM process and should be read in conjunction with the Health and Social Care Recruitment and Selection Framework document which can be accessed [by clicking here](#).

2.0 When to use the Internal Talent Mobility Process

- 2.1 Most jobs in the PHA will be publicly advertised, however this process may be used when there is a pressing need to fill a post on a temporary basis to meet service needs, for example to complete time-bound short-term projects or unplanned / short staff absences. It should not normally be used as a first step in advance of a formal recruitment process unless exceptional staffing pressures exist or there is an urgent need which cannot be filled in any other way.

3.0 How does the Internal Talent Mobility Process differ from normal recruitment process?

- 3.1 Some key points to note are as follows;
- An ITM will normally be limited to a maximum of twelve months' duration.
 - An exit strategy² must be documented and agreed with the relevant Director from the outset of the process.
 - The requirement must have corporate scrutiny approval.
 - The manager is not required to raise a requisition on HRPTS.
 - A waiting list cannot be created from an ITM, however a reserve candidate may be identified and appointed as per section 11.8 of the standard Recruitment & Selection Framework document.

² This means the process by which the short-term need will be concluded in favour of a substantive appointment / postholder being in place.

- The manager is responsible for the administration of the ITM through all the stages of the process and must use the agreed template documentation / MS Forms signposted in this document.

4.0 Who is Eligible to apply for a post advertised through the Internal Talent Mobility Process

- 4.1 ITM's will be open to all working³ within the Public Health Agency at the time of advertisement who meet the criteria.
- 4.2 Interested applicants must have the approval of their existing line manager prior to application⁴. Managers must be in a position to release the candidate within a relatively short timeframe⁵ to meet the needs of the service.

5.0 The ITM Process

The Internal Talent Mobility Process will be managed internally by the relevant recruiting Manager. The process is detailed below;

- 5.1 Recruiting managers must request Scrutiny approval via the standard [Scrutiny Process \(PHA 2024\).pdf](#) which will include an indication of the planned use of the ITM process.
- 5.2 Recruiting managers must ensure that the relevant position either exists or has been created in their Organisational Management structure on HRPTS. If you require support please review the guidance available at [Manager Self Service - Tiles](#) or contact the HR Information Team via email in the [BSO HR Query Form | BSO People & Place Web Portal](#).
- 5.3 Once scrutiny approval is confirmed, forward the ITM Job Description, Notification of Opportunity (Appendix 1) and Application Form (Appendix 1A) to TeamPHA@hscni.net for inclusion in the weekly staff bulletin.

³ This includes all directly employed staff who are actively working with PHA at the time of the ITM and PHA agency workers.

⁴ Permanent staff wishing to be released on secondment should meet the eligibility criteria in the secondment policy. Managers should ensure requests are discussed with the staff member in this context. Temporary staff should be aware they have no right to be granted a secondment in line with the secondment policy and therefore would be giving up their original post in favour of a new temporary appointment if they choose to apply and are successful.

⁵ The period of notice and agreed start date should be agreed between the hiring manager and original manager based on service needs. It should not be longer than the staff members contractual notice period and in most instances would be less than such.

- 5.4 Arrange for a panel to undertake a paper-based shortlisting. Panels for ITM will normally consist of a minimum of two members who must be senior to the role being filled and be constituted in line with the principles of section 8.3 of the Framework reference panel balance, Recruitment & Selection training and technical competence. At least one panel member must be from outside the recruiting Directorate.
- 5.5 Following shortlisting the Chair of the panel should contact all applicants via email and advise of the outcome of the shortlisting and confirm, where appropriate, the date, time and venue for interviews. Sample emails can be seen at Appendices 2A (*shortlisted*) and 2B (*not shortlisted*).
- 5.6 The interview process should be robust enough to assure the recruiting manager that the potential applicant(s) are competent to fulfil the duties of the post and that a fair and transparent process has taken place.
- 5.7 After interviews, ensure you advise all applicants of the outcome of interview using the template at Appendix 3. You must also notify the appointees details to the BSO Pay & Conditions team using [HR ITM Notification \(PHA\) | BSO People & Place Web Portal](#)
- Please Note:*** *If an Agency worker is to be offered the post, contact Retained Recruitment to request the pre-employment checking process commences. In these instances, Managers should not confirm the offer of employment or agree start dates until Retained Recruitment has advised the checks have been completed.*
- 5.8 When offering the position, the recruiting manager should contact the existing line manager to request a reference, which must be satisfactory. They should also check with the successful candidate if there are any reasonable adjustments that would be required to fulfil the duties of this post.
- 5.9 Retain copies of all documentation relating to the process and ensure it is stored in a secure location for three years from the date of interview.

6.0 On Completion of the ITM Process

- 6.1 The documented exit strategy should be kept under review at intervals during the lifetime of the ITM appointment. If the post is to be filled on a longer-term basis the Recruiting Manager needs to immediately initiate the normal recruitment process.

6.2 The Pay and Conditions team will action the change in position/banding for payroll purposes. An end date will be recorded and the employee returned to their substantive post automatically at the end of the specified period unless any extension is approved through corporate scrutiny.

6.3 Any variation in this guidance must be discussed with a member of the HR Team.

7.0 Implementation

7.1 It will be the responsibility of the nominated Director to ensure the Policy is implemented.

8.0 Equality Screening

8.1 This process has been screened for equality implications as required by Section 75 and Schedule 9 of the Northern Ireland Act 1998.

8.2 Using the Equality Commission's screening standards; no significant equality implications have been recognised. The process will therefore not be subject to an equality impact assessment.

8.3 Similarly, this process has been considered under the terms of the Human Rights Act 1998, and was deemed compatible with the European Convention Rights contained in the Act.

APPENDICES

Appendix 1 – Notification of Opportunity

Internal Talent Mobility Process

Job Title	
Band	
Directorate	
Hours <i>State hours each week up to maximum full time</i>	
Required from <i>this should be no earlier than 2 weeks post the advertisement</i>	
Duration of Opportunity <i>this can be no more than 6 months</i>	
Closing Date for receipt of complete applications	
Email address for submission of completed applications	
Email address for contact person for the post (if applicable)	
Anticipated Interview date for shortlisted candidates	
All staff considering this post MUST have the approval of their current line manager prior to making application.	
Attach a copy of the Job Description / Personnel Specification and ITM Application form.	

Appendix 1A – ITM Application Form

PERSONAL DETAILS			
Title		Forename(S)	Surname
Contact Telephone No		Mobile Number	
E-Mail Address			
Home Address			
CURRENT EMPLOYMENT DETAILS			
Job Title		Staff No. (In Full)	
Employment Status		Band	
Department			
Location		Start Date	

Candidates invited to interview will be contacted via the email address provided above.

Eligibility – You must confirm your line manager has given approval to apply for this ITM by completing the statement below;

I can confirm my Line Manager (insert name) _____ has approved my release if successful in this application process.

Referee – If you are successful the hiring manager will contact your line manager for a reference. Please provide contact details;

Name	
Contact Email	
Contact Telephone Number	

DECLARATIONS

Do you require a reasonable adjustment for reasons related to a disability to allow you to attend for interview?

Yes No

If you have answered yes, please give brief details

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ESSENTIAL SHORTLISTING CRITERIA REQUIREMENTS

Please note if you have a disability and require reasonable adjustments to undertake the duties of the post, this will be managed as part of any offer process. The final offer of employment would be subject to agreement of reasonable adjustments to allow you to fulfil the needs of the post.

Please state below how you meet the essential criteria as detailed in the Personnel Specification. Continue on a separate sheet if necessary.

Essential Shortlisting Criteria <i>(insert below)</i>	State how you meet the criteria

Essential Shortlisting Criteria <i>(insert below)</i>	State how you meet the criteria

PERSONAL DECLARATION

I hereby confirm that the information I have included in this application form is a true and accurate account. *(A candidate found to have knowingly given false information or to have wilfully suppressed any material fact will be disqualified or, if appointed, may be dismissed).*

I consent to the information I have provided in this form being used for

1. processing my application for this post including both manual and computerised records;
2. transfer to the employment record if I am appointed including both computerised and manual systems;

I consent to the information being retained for a period of up to 3 years or longer in the event of any legal proceedings taken against the PHA by any applicant in connection with this appointment.

Signature:

Date:

If this is submitted by email your covering email will be taken as your 'signature'. Please print your name and date.

Appendix 2 – Sample Email to shortlisted Candidates

Subject Line – ITM – Strictly Addressee only

Dear [name]

ITM - Appointment of [job title]

Thank you for your application for the above position which is being managed in line with the PHA's Internal Talent Mobility Process.

I am delighted to advise that you have been shortlisted for interview and would now invite you to attend as follows:

Date	
Time	
Venue	
Panel Members	

Should you decide not to attend you should advise by return email.

Kind regards

[name of sender]

Appendix 2A – Sample Email to Candidates NOT shortlisted

Subject Line – ITM – Strictly Addressee only

Dear [name]

ITM - Appointment of [job title]

Thank you for your application for the above position which is being managed in line with the PHA's Internal Talent Mobility Process.

It is with regret that I must advise you have not been shortlisted on this occasion.

Thanks again for your interest

Kind regards

[sender]

Appendix 3A – Outcome of Interviews (Appointee)

Subject Line – ITM – Strictly Addressee only

Dear [name]

ITM - Appointment of [job title]

Thank you for attending for interview for the above position which is being managed in line with the PHA's Internal Talent Mobility Process.

[for directly employed staff use the following]

I am delighted to advise that you have been successful subject to a satisfactory reference from your current line manager. Once I have received a satisfactory reference I will be in contact to arrange your start date

[for Agency workers use the following]

As you are an Agency worker this offer is subject to satisfactory completion of the standard pre-employment checks which must be carried out before a start date can be agreed. A member of the retained recruitment team will be in contact with you to organise these as soon as possible. *[managers should select the correct wording]*. Once you have satisfactorily completed the pre-employment checks you will become a temporary employee of the PHA for the duration of this appointment.

Thanks again for your interest

Kind regards

[sender]

Appendix 3A.1 – Reference for Internal Appointment

Confirmation of Employment Statement– CONFIDENTIAL –

For completion by existing line managers only

Your Name	
Your Job Title	
Your Band / Grade	

Please complete the form below with the information requested, reflecting the most up to date information available at the time the request was fulfilled.			
Name of Staff member you are providing this Statement for			
Please state in what capacity you know the applicant and how long you have known them			
Please confirm employment dates	From:		To:
Please confirm the applicant’s current/most recent job title			
Please confirm the applicant’s current/most recent Band / Grade			
Please list the occasions of sickness absence the applicant has had over the last two years of their employment. Please note: Absences due to maternity leave or pregnancy related illnesses should not be included for these purposes.	Start Date of Absence	End date of Absence	
Are there any live Disciplinary warnings on the applicant’s record? <i>(please tick relevant box)</i>	Yes		No
	If yes, please give details:		
Is the staff member, or were they prior to leaving your employment, under investigation for any matter under any of your employment policies (including conduct) or subject to a process relating to their performance/capability? <i>(please tick relevant box)</i>	Yes		No
If yes, please give details (this may include any formal action that was ongoing, if the individual left before this concluded):			

Are you aware of any recent/ongoing allegations that were made against the applicant that relate to any safeguarding issues/referrals, including any referrals to the Disclosure & Barring Service (DBS)? <i>(please tick relevant box)</i>	Yes		No	
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If yes, please give details:

The answers given above have been provided in good faith and are correct to the best of my knowledge and belief.

Referee name:	
Signature <i>(if submitting by email please state 'by email' and your covering email will be taken as your signature)</i>	
Email address:	
Telephone number:	
Date:	

Data Protection
This form contains personal data as defined by the Data Protection Act 2018 (as amended by the General Data Protection Regulation 2018). This data has been requested by the Hiring Manager exclusively for the purpose of recruitment. The Hiring Manager must protect any information disclosed within this form and ensure that it is not passed to anyone who is not authorised to have this information.

Appendix 3B – Outcome of Interview – Unsuccessful

Subject Line – ITM – Strictly Addressee only

Dear [name]

ITM - Appointment of [job title]

Thank you for attending for interview for the above position which is being managed in line with the PHA's Internal Talent Mobility Process.

It is with regret that I must advise you not been successful on this occasion.

Thanks again for your interest

Kind regards

[sender]

Appendix 4 – Notifying the Appointee details to BSO Pay & Conditions Team

You must complete [HR ITM Notification \(PHA\) | BSO People & Place Web Portal](#)

