



RECRUITMENT AND SELECTION POLICY AND PROCEDURE

Compiled by: Trust Council (Joint Staff Committee)

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Ratified by: Trust Board
Next review: August 2024

Patients first • Personal responsibility • Passion for excellence • Pride in our team

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History

Version	Date Issued	Brief Summary of Change	Approved by
1	November 2010	New policy	Trust Board
2	November 2007	Review of entire document to incorporate NHSLA guidelines	
3	March 2009	Policy revised in line with new legislation and impact assessment	Acting director of HR
4	January 2011	Revisions to comply with NHSLA standards, CQC Standards, NHS Pre Employment check standards and Equality Act 2010	Trust Board (Chair's action)
5	August 2012	General update of procedures, forms and Trust objectives	
6	November 2014	Policy revised to reflect Trust's approach to values based recruitment and general update of terminology, job titles, etc. Details on following page	

For more information on the status of this document, please contact:	Acting recruiting manager
Policy Author	Trust Council (Joint Staff Committee)
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ASHFORD & ST PETER'S HOSPITALS NHS FOUNDATION TRUST

RECRUITMENT AND SELECTION POLICY AND PROCEDURE

See also:

- Disclosure and Barring Service Policy
- Professional Registration Policy
- Pre Employment Policy (Occupational Health)
- Induction Policy
- Volunteers Policy
- Honorary Contracts policy
- Temporary Staffing Policy

1. INTRODUCTION

This document sets out the overall policy and process for recruitment, selection and pre employment checking of staff and workers at Ashford and St Peters Hospitals NHS Foundation Trust (the Trust) and provides a framework to ensure that managers and others are able to select the best person for the job in a process that is fair, open and consistent. Quality recruitment processes will support the Trust's vision, strategic objectives and values.

This policy complies with the NHS Constitution; Care Quality Commission Standards relating to workers (Standard 12) and with NHS Employers Employment Checks Standards. It also complies with the Equality Act 2010 and Home Office/UK Border Agency rules on employing non UK and Irish Citizens and citizens who do not have Pre-Settled status in the EU Settlement Scheme.

VISION

To create excellent joined up patient care.

STRATEGIC OBJECTIVES

- Improve clinical outcomes
- Provide an excellent patient experience
- Develop skilled, motivated teams
- Deliver top productivity

VALUES

- Patients first
- Personal responsibility
- Passion for excellence
- Pride in our team

2. PURPOSE AND SCOPE

- 2.1 Safer recruitment principles underpin all processes undertaken whilst sourcing all persons delivering services managed by the Trust.
- 2.2 Fair and transparent recruitment and selection that complies with best practice is part of the Trust's wider commitment to equality of opportunity in employment. Effective recruitment and selection of staff is key in ensuring that the Trust has the skills and capabilities in its workforce to achieve its strategic objectives. Spending time in planning the recruitment process at the start will save time in the longer term and avoid future problems.
- 2.3 The experience of applying for a job with the Trust can leave a person with a long-lasting impression of the Trust and of the NHS as an employer. Many potential applicants and candidates live in our local catchment area and may also be service users. We aim to leave all potential applicants and all candidates, whether successful or not, with a positive and professional image of the Trust.

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- 2.4 All those involved in recruitment and selection will use this policy and procedure, which applies to permanent, fixed-term contract, and temporary staff, volunteers, students, trainees and contractors. Additional policies exist for medical staff, temporary workers and volunteers.
- 2.5 It is the Trust policy that members of any recruitment interview panel should be trained in objective and non-discriminatory recruitment and selection techniques. At the very least one member of each panel must have been trained within the last three years.

3. POLICY

- 3.1 The Recruitment & Selection Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers undertake recruitment and selection effectively and consistently throughout the Trust.
- 3.2 Recruitment and selection practices will be conducted in a professional, timely and responsive manner, in accordance with current legislation, best practice principles and aligned with and promoting the vision and values of the Trust.
- 3.3 Any employees at risk due to ill health or redundancy within the Trust will be considered for suitable alternative vacancies before other applicants.
- 3.4 The Trust vision is to lead in matching work opportunities with existing staff looking for promotion or a change in career direction and external applicants, making up a Talent Pool, who may not be successful when they first apply to a vacancy. The Trust aims to foster an environment where existing staff and Talent Pool applicants are guided and supported in matching their skills, experience, knowledge and aspirations to vacancies and advised about successfully navigating the application and interview processes. The Trust is committed to 'growing our own' staff and working closely with sourcing staff from the local community.
- 3.5 The Trust will support internal promotion in support of staff development policies.
- 3.6 Where appropriate the use of corporately agreed initiatives will be made to both recruit and retain staff.
- 3.7 All recruitment activity must be processed via The Hire Lab, the Ashford & St Peter's Hospital Recruitment portal, however in exceptional circumstances candidates may be recruited to a position without applying via a formal vacancy / advertisement. Examples include recruiting candidates via an external recruitment agency, hiring temporary staff to substantive positions and TUPE transfers.
- 3.8 Short-listing must be fair and equitable and must not, either directly or indirectly, discriminate against any applicant on the grounds of gender, ethnicity, age, disability, race, sexual orientation, religion etc., in accordance with the Trust's Policy on Equality and Diversity. Personal information is removed from application forms prior to shortlisting and is used for monitoring information only. Internal candidates who have not been shortlisted should be contacted directly by the Recruiting Manager to give constructive feedback on their application form.
- 3.9 It is the Trust policy for members of any recruitment interview panel will have been offered appropriate training in objective and non-discriminatory recruitment and selection techniques. At the very least one member of each panel must have been trained within the

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last three years and it is recommended that recruitment panel members attend unconscious bias training.

- 3.10 All interviews will be conducted by at least two individuals of appropriate seniority. The number of interviewers should be appropriate to the level of post being recruited. For more senior and speciality posts more than two interviewers may be necessary. For medical staff appropriate NHSE guidance should be followed. Managers must not sit on interview panels to interview family members, friends or anyone who has stated on the application form that they know them. Managers are responsible for booking an interview room and arranging an interview Panel.
- 3.11 All interviewed candidates must be verbally informed of the outcome (preferably by telephone) giving the unsuccessful candidates the opportunity to ask for detailed feedback if required.
- 3.12 The Recruitment Manager generates reports which allows for the monitoring of time taken to complete various recruitment activities, for instance 'time to hire'. It is recognised that decreasing the overall 'time to hire' is important in order to be able to both attract and recruit the best candidates as well as achieving low vacancy rates (preventing the use of agency staff). In section 10 a table details a breakdown of recruitment activity with target completion dates. Time to hire is influenced by a variety of factors outside of the Trusts control such as; notice periods, processing of right to work and DBS documentation and delays receiving references. As a general principle the Trust will aim to complete pre-employment checks within a three/four week period (26 calendar days) although it is accepted that this may not always be possible

4. DUTIES AND RESPONSIBILITIES

4.1 CHIEF EXECUTIVE

The Chief Executive (CE) has the over-arching responsibility for ensuring the content of the policy is applied consistently and fairly across the organisation.

The CE is accountable for ensuring adequate procedures are in place to ensure pre-employment checks are carried out in compliance with the law and with NHS Employment Check Standards.

Responsibility is devolved to the Director of Workforce Transformation.

4.2 DIRECTOR FOR WORKFORCE AND ORGANISATIONAL DEVELOPMENT

The Director of Workforce Transformation is the named officer responsible for ensuring the content of the policy is applied fairly and consistently across the Trust.

4.3 RECRUITMENT DEPARTMENT

The Recruitment Department is responsible for:

- The efficient and timely administration of the recruitment process, offering advice, guidance and support to managers and applicants as appropriate.
- Undertaking the required pre-employment checks before an offer of employment is confirmed.
- Re-checks on current staff at specified intervals, where required (for example DBS, professional registration and work visas).
- Recruitment and employment records using Electronic Staff Record (ESR), The Hire Lab, NHS Jobs and other systems, to ensure that the Trust is compliant with legal and professional requirements.

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- Reports to ensure that the data held is kept up to date and taking action to resolve any information gaps and/or lapsed information.
- In conjunction with the Occupational Health Department ensuring that required Occupational Health (OH) checks are undertaken and any pre employment advice is communicated to the manager and acted upon
- Ensuring that Recruitment & Selection training is made available to managers, including regular update sessions and auditing attendance to ensure managers are properly trained.
- Ensuring all new staff are booked to attend the Trust Mandatory Corporate Induction Programme

4.4 DIVISIONAL DIRECTORS, GENERAL MANAGERS AND HEADS OF SERVICE

Are responsible for ensuring that this policy is adhered to across their Divisions/Services and that they oversee the ongoing assurances required that their staff are compliant with eligibility to work, professional registration and other checks as appropriate.

4.5 LINE MANAGERS

Line Managers are responsible for:

- Ensuring that they adhere to the policy in relation to any recruitment activity they undertake.
- Ensuring the adverts, job descriptions and personal specifications provided are current and meet all legal requirements.
- Utilising systems such as NHS Jobs, The Hire Lab and ESR as required during the process.
- Ensuring that referees named by candidates are in line with policy standards, checking this at interview with the candidate, and approving references received as satisfactory when received.
- Discussing with HR any issues relating to the recruitment of individuals requiring sponsorship (eligibility to work in the UK), concerns relating to professional registration or any other concerns in relation to the recruitment process or any pre-employment checks.
- Ensuring that they attend Recruitment & Selection training and updates as necessary and that interview panel members are also trained.
- The line manager (who would also normally be the Chair of the recruitment panel) will coordinate the recruitment and selection process, and decide the panel membership taking into account the nature of the vacant post, and the experience and training of the panel members.
- Once recruitment planning has been completed, it is important that the dates and deadlines are adhered to. It is also the responsibility of the Chair to ensure all forms are filled in and returned to the Recruitment officer.
- Ensure that the means of assessment at interview, that is questioning and use of other selection tools including an assessment or presentation reflect the band and nature of the job and also enable the panel to make an informed judgement and effective appointment.
- Ensure that Interview or Selection panels must include at least one member who has successfully completed the Trust's Effective Recruitment & Selection Training programme or equivalent NHS Programme.
- Making a full record of all short listing and appointment decisions, including records of all interviews, and passing these to the recruitment officer for safe storage.
- Communicating personally with candidates who have attended interview about the outcome, and during the pre-employment stages
- Ensure the Recruitment Team are given sufficient information for Medical Staffing appointments to enable them to reflect the full salary offer within the conditional letter sent to the appointee.

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- Participating in corporate recruitment activities and campaigns, providing interview panels, assessment documents and publicity materials to support any events.

4.6 CANDIDATES AND EMPLOYEES

Candidates and Employees are responsible for:

- Cooperating fully, willingly, honestly and truthfully with the requirements of their recruitment process when applying for posts, including the required pre-employment or registration checks or rechecks.
- Ensuring that they maintain their professional registration where it is a requirement for their role. Any concerns in relation to their registration status while in employment must be raised with their Line Manager or HR as a matter of urgency.
- Ensuring that any change to their Disclosure & Barring Service status or any other issue of potential concern while in employment is raised with their Line Manager / HR as a matter of urgency.
- Notifying HR of any change to their work status, including pending applications for a change in visa or status thus enabling the HR department to carry out, with their permission, an Employment Check Service with the intention of attaining a Positive Verification Notice supporting their continuing Right to Work.

5 CONFIDENTIALITY

Application forms and the proceedings of interviews are strictly confidential. Panel members and others involved in the recruitment process must:

- treat all information on applicants and all their deliberations in confidence.
- ensure that copies of application forms and CVs including electronic versions are stored securely and confidentially whilst in their possession.

6 DATA PROTECTION

The Data Protection Act 1998 regulates the use of computerised information and paper records of identifiable individuals (patients and staff). The Trust is registered in accordance with this legislation. If you are found to have made an unauthorised disclosure you may face legal action.

7 EQUALITY STATEMENT

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the Human Rights Act 1998 and the Equality Act 2010 and promotes equal opportunities for all. Specifically we seek to develop positive practice to promote equality of opportunity in employment. We aim to attract and appoint the best candidates for employment regardless of their gender, race, colour or nationality, marital status, pregnancy, age, disability, social background, ethnicity, religion, belief or sexual orientation. We will take positive action to encourage applications from minority candidates where under representation exists.

This document has been assessed to ensure that no employee receives less favourable treatment on grounds of their gender, sexual orientation, marital status, race, religion, age, ethnic origin, nationality, or disability.

Members of staff, volunteers or members of the public may request assistance with this policy if they have particular needs. If the member of staff has language difficulties and difficulty in understanding this policy, the use of an interpreter will be considered.

All recruitment information can be provided in a variety of formats on request for example: large print, on tape, or Braille.

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<http://www.isa-gov.org.uk/>

NHS Litigation Authority

<http://www.nhsla.com/RiskManagement/>

Access to Work Scheme

http://www.direct.gov.uk/en/DisabledPeople/Emplimentsupport/WorkSchemesAndProgrammes/DG_4000347

Text relay (formerly Typetalk) service for applicants and staff with Hearing impairments

<http://www.textrelay.org/>

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STARTERS CHECK LIST							
Name							
Post name							
ERF date		IV date					
IV paperwork from manager date							
All IV info complete? Yes/No							
IV form follow up date (if needed)							
Verbal consent for pre emp checks obtained							
REFERENCES	Sent	Chased	Returned	Approved			
Reference 1							
Reference 2							
Reference 3							
Reference 4							
Ref info cross checked with application form & other documents							
OCCUPATIONAL HEALTH FORM & CLEARANCE							
To Applicant	To OHD	Appt	Cleared				
CONDITIONAL OFFER							
Offer letter (cc manager) & email	Sent to candidate (date)		Returned by candidate (date)				
Dress Code							
DBS applicant guide							
Acceptance form							
New employee info form							
Declaration							
P45/P46							
Pension Questionnaire							
EWTD Form							
Drs mess opt out form							
Accommodation application form & info							
Security pass form						To Security:	
Uniform request:						To Ward:	
Copy Offer Letter to Mgr							
Registration checked							
Alert list/restrictions checked							
POST ACCEPTED							
DBS Logged & sent to DBS							
DBS risk assmt/waiver completed							
DBS Disclosure Rec'd (date & ref no)							
Overseas Police Check							
Certified copy of original photo ID (x2 or x1) on file							
Certified copy proof of address (≤ 3 months or 12 months old) (x1 or x2) on file							
DOB Verified							
DOB & full name cross checked on all documents							
Signature cross checked							
Job Description (up to date) on file							
Certified copies of Qualification Certificates on file							
INDUCTION LETTER & programme to candidate cc manager							
INDUCTION Booked for:							
Appointment email to manager							

STARTERS CHECK LIST							
Name							
Post name							
ERF date		IV date					
IV paperwork from manager date							
All IV info complete? Yes/No							
IV form follow up date (if needed)							
Verbal consent for pre emp checks obtained							
REFERENCES	Sent	Chased	Returned	Approved			
Reference 1							
Reference 2							
Reference 3							
Reference 4							
Ref info cross checked with application form & other documents							
OCCUPATIONAL HEALTH FORM & CLEARANCE							
To Applicant	To OHD	Appt.	Cleared				
CONDITIONAL OFFER							
Offer letter (cc manager) & email	Sent to candidate (date)		Returned by candidate (date)				
Dress Code							
DBS applicant guide							
Acceptance form							
New employee info form							
Declaration							
P45/P46							
Pension Questionnaire							
EWTD Form							
Drs mess opt out form							
Accommodation application form & info							
Security pass form						To Security:	
Uniform request:						To Ward:	
Copy Offer Letter to Mgr							
Registration checked							
Alert list/restrictions checked							
POST ACCEPTED							
DBS Logged & sent to DBS							
DBS risk assmt/waiver completed							
DBS Disclosure Rec'd (date & ref no)							
Overseas Police Check							
Certified copy of original photo ID (x2 or x1) on file							
Certified copy proof of address (≤ 3 months or 12 months old) (x1 or x2) on file							
DOB Verified							
DOB & full name cross checked on all documents							
Signature cross checked							
Job Description (up to date) on file							
Certified copies of Qualification Certificates on file							
INDUCTION LETTER & programme to candidate cc manager							
INDUCTION Booked for:							
Appointment email to manager							

Start confirmed by manager	
RIGHT TO WORK CHECKED	
VISA SPONSORSHIP APPLICATION	
Certificate Issue Date	
Visa Received	
Visa Expires	
CONTRACT SENT	

Start confirmed by manager	
RIGHT TO WORK CHECKED	
VISA SPONSORSHIP APPLICATION	
Certificate Issue Date	
Visa Received	
Visa Expires	
CONTRACT SENT	

August 2021

Equality Impact Assessment

Carried Out By: HR Directorate**Background**

- Description of the aims of the policy
- Context in which the policy operates
- Who was involved in the Equality Impact Assessment

Introduction

The recruitment policy sets out the overall policy for recruitment and selection at Ashford and St Peters Hospitals NHS Foundation Trust (the Trust) and incorporates agreed procedures for recruitment and selection within the organisation, ranging from identifying the need to recruit through to orientation into the Trust. This is written in accordance with HSC 2002/008 which details Pre and Post employment checks for all persons in England and NHS Employers Employment Checks Standards, 2008 and Section 31 of Agenda for Change. The Trust's Recruitment and Selection Procedure provides a framework to ensure that managers and others are able to select the best person for the job in a process that is fair, open and consistent.

Purpose

- 3.7 Fair recruitment and selection is part of the Trust's wider commitment to equality of opportunity in employment. Effective recruitment and selection of staff are key elements in ensuring that the Trust has the skills and capabilities in its workforce to achieve its business aims. It is clear that investing time in planning the recruitment process at the onset, including responsibilities and timeframes, will save more time and avoid future problems.
- 3.8 This policy complies with current legislation as at 1st August 2008 including NHS Employers Employment Checks Standards, 2008 and Borders & Immigration (Home Office) Agency Points Based System, 2008. Applicants for employment who believe that they have suffered unlawful discrimination have the right to bring a complaint to an Employment Tribunal. Individual members of selection panels, as well as the Trust, can be liable under the Race Relations, Sex Discrimination and Disability Discrimination Acts and Employment Equality Regulations for Religion, Belief or Sexual Orientation and Employment Equality Regulations for Age.
- 3.9 All recruitment information can be provided in a variety of formats on request for example: large print, on tape, or Braille
- 3.10 It is the responsibility of the Trust and recruiting managers to comply with Trust policy and attend recruitment and selection training. This will provide adequate guidance and training to ensure that they apply the most effective standards of best practice in all aspects of the recruitment and selection process.
- 3.11 The purpose of the policy is to enable everyone involved in the recruitment and selection process to recruit the best possible person to a vacant post.
- 3.12 The initial experience of applying for a job with the Trust can leave a person with a permanent impression of the organisation and of the NHS as an employer. The Trust wishes to convey a professional image to all potential applicants. To achieve this it will provide them with good information and treat them fairly and with respect.
- 3.13 All those involved in recruitment and selection will use this policy and procedure. Other policies exist for consultants, junior doctors, bank workers and volunteers.
- 3.14 In support of the strategic aim of the national HR framework, "Working Together" the Trust aims to ensure that it has a quality workforce, in the right numbers, with the right

skills and diversity, organised in the right way, to deliver the Government's service objectives for health and social care.

3.15 The Trust seeks to develop positive practice to promote equality of opportunity in employment. This involves encouraging staff to develop to their full potential and making the best use of the human resource element within the organisation.

3.16 The Trust aims to attract and appoint the best candidates for the employment regardless of their gender, race, colour or nationality, marital status, pregnancy, age, disability, social background, ethnicity, religion, belief or sexual orientation. All employees and potential employees will be made aware of this policy objective.

3.17 In addition the Trust holds the Two Ticks symbol (Positive about Disability'). The scheme is designed to encourage employers to give a greater commitment to employing people with a disability. There are 5 commitments, which an employer must adhere to as follows:

- To interview all applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities.
- To ensure there is a mechanism in place to discuss at any time, but at least once a year, with disabled employees what you and they can do to develop and use their abilities.
- To make every effort when employees become disabled to make sure they stay in employment. Where, on the advice of Occupational Health, it is necessary to redeploy a staff member on health grounds they will be considered before any other applicant
- To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
- Each year, to review the 5 commitments and what has been achieved, to plan ways to improve on them and let employees and the Employment Service know about progress and future plans.

3.18 The commitments have a direct relevance to recruitment and selection and appropriate information has been included in the relevant sections in the procedure. In addition a new employee with a disability may apply for access to work support, for example, adaptations to the workplace or equipment ('reasonable adjustment').

It was decided to setup a panel to carryout the impact assessment involving Recruitment Manager, HR Manager/Workforce Equality Lead, and HR Advisor. Other people involved were the recruitment team, the external audit team Chantre Vellacott, the BME network and the Disability Action Group.

Methodology

- A brief account of how the likely effects of the policy was assessed (to include race and ethnic origin, disability, gender, culture, religion or belief, sexual orientation, age)
- The data sources and any other information used
- The consultation that was carried out (who, why and how?)

The basis of the assessment was the South East Coast BME Network Review which was based on Trust data.

The review indicated a number of recommendations in relation to recruitment and selection within the South East Coast area, as a result of this the Trust decided to undertake an

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external audit using Chantrey Vellacott. Following their audit a number of recommendations were made.

A wide range of people were involved in the consultation process for example Staff Side representatives, Policy Review Group; BME network; Occupational Health; Resourcing Manager; Recruitment Team, external audit and Disability Action group

Key Findings

- Describe the results of the assessment
- Identify if there is adverse or a potentially adverse impacts for any equalities groups

Race and Ethnic origin

The Trust recognised that staff from BME backgrounds are underrepresented in Band 8a's and above. As a result of this recommendations have been made regarding positive action and this has been included in the recruitment policy.

Religion or belief

Applications are received from a wide variety of religion and belief backgrounds and no adverse impacts were identified in the recruitment process. Care is taken to ensure advertisements and recruitment literature do not demonstrate any bias.

Disability

Although the Trust is already in possession of the two tick symbol it was recognised that the guaranteed interview scheme was not being implemented consistently and steps have been taken to ensure consistency Trust wide.

In addition it has been decided that when on the advice of Occupational Health a member of staff needs to be redeployed that they are not required to go through the competitive process and this has been included in the policy.

Gender

The assessment identified that a disproportionate number of women were appointed in comparison to men. There is no clarity as to the reasons behind the data and further analysis is needed.

Age

Advertisements and person specifications are monitored for age-friendly language (i.e. words such as 'mature' and 'young' are inappropriate).

1. In relation to the recruitment and selection process a number of other points were identified, a system of filter question is used at the early stages of the application process which are sometimes not derived from the person specification. This could lead to claims of discrimination.

2. We indicate that a post can be closed early providing that there are sufficient applications, but the number of applications and length of time the post is open varies.

3. The external audit revealed a lack of information regarding the internal recruitment process. Feedback from the BME network indicated that is widely held perception that where jobs are advertised internally there is already a preferred candidate and this perception is a barrier to staff applying.

Conclusion

- Provide a summary of the overall conclusions

The assessment was based on data derived from the national recruitment package NHS Jobs and its own internal staff database ESR. The key findings relate to staff from BME backgrounds regarding accessing the organisation and progressing within the organisation.

In relation to people with disabilities a number of measures have been put in place to support them through the recruitment process and employment.

Advertisements and recruitment literature are being reviewed to ensure that appropriate language is used to avoid bias.

Recommendations

- State recommended changes to the proposed policy as a result of the impact assessment
- Where it has not been possible to amend the policy, provide the detail of any actions that have been identified
- Describe the plans for reviewing the assessment

It is recommend that a positive action in relation to recruiting people from BME backgrounds into Band 8a and above is rolled out.

1. It is recommend that all selection criteria should be clearly derived from the person specification and that further work is undertaken nationally to ensure the data base can report data on applicants who have not been processed to the next level due to the filter questions.

2. Where posts are closed early it is recommended that further work is undertaken to assess the impact of this on different groups

3. It is recommended that for a trial period all posts are advertised externally and that the data in relation to the change of band/promotion is reviewed at the end of the trial.

Guidance on Equalities Groups

Race and Ethnic origin (includes gypsies and travellers) (consider communication, access to information on services and employment, and ease of access to services and employment)	Religion or belief (include dress, individual care needs, family relationships, dietary requirements and spiritual needs for consideration)
Disability (consider communication issues, access to employment and services,	Sexual orientation including lesbian, gay and bisexual people (consider whether the

whether individual care needs are being met and whether the policy promotes the involvement of disabled people)	policy/service promotes a culture of openness and takes account of individual needs
Gender (consider care needs and employment issues, identify and remove or justify terms which are gender specific)	Age (consider any barriers to accessing services or employment, identify and remove or justify terms which could be ageist, for example, using titles of senior or junior)
Culture (consider dietary requirements, family relationships and individual care needs)	Social class (consider ability to access services and information, for example, is information provided in plain English?)