



NHS DUMFRIES & GALLOWAY
RECRUITMENT, SELECTION & INDUCTION
POLICY AND PROCEDURE

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1. POLICY STATEMENT

This policy and associated procedural guidelines sets out NHS Dumfries and Galloway's principles in recruiting and selecting new staff in order to:

- Comply with legal requirements and best practice.
- Provide a consistent and equitable approach to recruitment.
- Ensure NHS Dumfries and Galloway employs individuals with the necessary skills, qualifications and experience at all levels of the organisation to provide the highest possible quality of care to patients and clients.
- Ensure that all those involved with recruitment reflect positively the image of the organisation.
- Ensure that all internal and external candidates have had all pre-employment checks completed before commencing employment.

2. EQUALITY STATEMENT

The Recruitment, Selection and induction procedures aim to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity. Where genuine occupational requirement exists which restricts applications to those with a particular characteristic, a statement will be included in the advertising of this post to that effect. Where there is a lack of representation from those with particular protected characteristics within the job role or the wider organisation, a statement will be included encouraging applications from such individuals.

Anyone acting as Panel Chair for any Recruitment & Selection activity must have undertaken appropriate Recruitment and Selection training (NHS Dumfries & Galloway Recruitment & Selection training or equivalent) as evidence of competence to undertake selection interviews.

3. EMPLOYMENT LEGISLATION

All recruitment and selection will be carried out in accordance with the terms of the Equality Act 2010 and the Board's Equality, Diversity and Human Rights Policy. We would expect any recruitment agencies we contract with to have due regard for the promotion of equal opportunities in the undertaking of their role and to demonstrate that they have equivalent policies in place.

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1. INTRODUCTION

These Recruitment, Selection and Induction Procedures are in place to ensure that all of the organisation's Recruiting Managers and other staff involved in the recruitment process have a clear and unambiguous understanding of their responsibilities and are aware of the relevant legal requirements.

As an employer, NHS Dumfries & Galloway will not discriminate on the grounds of race and ethnicity, disability, gender, sexual orientation, transgender identity, religion and belief, age, pregnancy and maternity and marriage and civil partnership. Recruiting Managers must comply with employer's legal obligations to ensure there is no discrimination on any grounds within any aspect of the Recruitment, Selection and Induction process. They should seek guidance from the Workforce Directorate where required.

Where NHS Dumfries and Galloway staff fall within the Agenda for Change (AfC) Terms and Conditions, AfC job description formats must be used. In addition, a person specification must be included for all posts stating the essential and desirable criteria required for the role.

Training is given to Recruiting Managers and those staff involved in recruitment and selection procedures to ensure they are suitably equipped with the skills necessary to select and appoint the most suitable candidate for each post.

Only individuals who have undertaken Recruitment and Selection training (NHS Dumfries & Galloway Recruitment & Selection training or equivalent) should be involved with recruiting, selecting and appointing NHS Dumfries and Galloway staff. As a minimum this will be the Panel Chair.

It is the responsibility of staff involved to ensure that they maintain their level of proficiency by attending update training at three yearly intervals.

A summary of all steps in the Recruitment, Selection and Induction process is provided in [Appendix 1](#).

2. VACANCY ANALYSIS

All potential vacancies should be analysed to ensure that there is the need to fill the post and to determine the best way to achieve this. Managers should consider:

- The knowledge and skills required for the post and whether these have changed.
- The knowledge and skill mix of the existing team.
- Existing service needs.
- The longer term service and workforce development plans.

If the post is to be filled then a Staff Control Form must be completed.

3. VACANCY CONTROL

Once the decision to advertise a post has been taken then a [Staff Control Form](#) **must** be completed for all posts (i.e. permanent new posts or vacancies that have arisen, as well as fixed term posts e.g. locums, agency staff, maternity leave cover etc). The Staff Control Form records the following information:

- Details of the post (including the Agenda for Change Job Description Reference No.)
- Recruitment Advertising requirements (also see 'Advertising' section below)
- Funding information
- Staff Control Forms must be signed by the Line Manager, Finance Manager, Professional Lead and authorised by the General Manager and/or Executive Director. All Nursing and Allied Health Profession (AHP) must also be approved by the Nurse Director.

When authorised the Staff Control Form will be considered by Vacancy Control Group (VCG) for all Directorate posts and Corporate Vacancy Control for all Corporate vacancies.

When a vacancy is approved by Vacancy Control Group or Corporate Vacancy Control the Recruiting Manager will be required to approve a Job Pack in conjunction with the Recruitment Team. This will typically include:

- Job Description including Agenda For Change Reference No and Organisational Chart. Any changes to a Job Description should be approved by the [Job Evaluation Lead](#) before advertising. All Job Descriptions and Person Specifications should not be discriminatory, they should accurately describe the job and contain only those necessary or desirable criteria which are objectively justifiable and which are capable of being tested objectively.

(If the post falls under the definition of Healthcare Support Workers, a new paragraph should be inserted into Section 5 – Main Duties and Responsibilities stating:

Your performance must comply with the Mandatory Induction Standards for Healthcare Support Workers in Scotland as well as the Code of Conduct. Failure to

adhere to the Standards or to comply with the Code may result in poor performance measures or disciplinary action and could lead to dismissal).

- **A Person Specification** which must detail the **essential** and **desirable** criteria for the post. Where posts are covered by AfC, they must be advertised with a Person Specification.
- An advert (which should include the name and contact details of an informal contact)
- Clear instructions where applications should be sent following the closing date.

If you have recently advertised the same post or a similar one you can provide the Vacancy Reference Number and amend a Job Pack you have previously used.

4. ADVERTISING

All advertisements will be drawn up following legislation and best practice on equality and diversity to ensure discrimination does not occur and to promote the equality of opportunity offered by the Board and confirming that all applications will be considered on merit and that reasonable adjustments will be made for disabled people.

All vacancies must be advertised through the Recruitment Team.

On receipt of the relevant documentation, the Recruitment Team has responsibility for arranging the post to be advertised in the most suitable form of media available for the position e.g. Current Vacancies on HIPPO, local or national press and/or relevant clinical/management publications.

The Recruitment Team will provide interested candidates with an application pack. Applications arriving late after the closing date will not be accepted for shortlisting, unless there are extenuating circumstances and the Recruiting Manager has consulted with the Recruitment Team.

All vacancies identified and agreed for recruitment by VCG or Corporate Vacancy Control will be dealt with in 2 phases.

Phase 1

- The post is checked against the Redeployment Register
- If there is a match, then this will be progressed prior to any advertisement
- If no match is identified then move onto phase 2

Phase 2

- All vacancies will be advertised internally as standard. If the Recruiting Manager requires the post to be advertised externally they must specify this on the application pack. Job packs will include the standard [NHS Scotland Application Form](#).

Any other external advertising requested which will incur a cost to the organisation will require the authorisation of the Workforce Director, unless the Recruiting Manager agrees to meet the costs of advertising from their own budget. All advertising must be processed through the Recruitment Team.

The exception to this is medical posts, which require external advertising at the outset.

5. SHORTLISTING

The closing date for applications is Thursday at 5.00p.m. On the Tuesday following the closing date, the Recruiting Manager will be emailed the Part Cs of the Application Form. Part C of the Application form does not contain any personal details of candidates but clearly shows the Vacancy Reference Number and Candidate ID Number.

On receipt of Part Cs, shortlisting should be undertaken by the Recruiting Manager and at least one other person directly involved in the selection and interview. The shortlisting process involves cross referencing the information in Part C of the application form to the employee selection criteria. The Job Description and the Person Specification are the objective criteria against which the candidate should be judged. A [Shortlisting Matrix](#) has been included for Recruiting Manager to use.

When shortlisting, applicants must meet the **Essential** criteria of the Person Specification. If too many applicants fulfil the Essential criteria, the **Desirable** criteria should be used to finalise the shortlist. Shortlisting of applications should be based only on information provided in the application form.

The Recruiting Manager should then draw up a shortlist using the [Shortlisting Form](#) quoting the Candidate Identification Number. The Recruiting Manager should email the form to the [Recruitment Team Mailbox](#) to request the Part A/Bs of the application form; these will then be emailed to the Recruiting Manager.

Once the Part A/Bs have been received, the Recruiting Manager (*or the Recruitment Team for DGRI & Midpark Hospital Nursing posts will email these letters to candidates wherever possible), will invite those shortlisted to attend interview using the Invite to [Interview Template Letter](#).

Recruiting Managers must adhere to employers legal obligations to ensure there is no discrimination on any grounds during all points of the recruitment process and must have undertaken Equality & Diversity Training.

NHS Dumfries & Galloway is positive about disabled people and as such we provide job opportunities for disabled people. NHS Dumfries & Galloway operates a Job Interview Guarantee (JIG) which means that if a candidate advises us that they have a disability, and meet the minimum criteria outlined within the Person Specification, they will be guaranteed an interview. Reasonable adjustments will be made for disabled candidates at both the application and selection process stages.

It should be noted that candidates may be able to request access to records containing shortlisting and interview decisions due to provisions of Subject Access under the Data Protection Act 1998.

6. PRIOR TO INTERVIEW

A minimum of 7 days or 5 working days notice is required to inform candidates of interview arrangements.

Interviews should normally be undertaken by a minimum of 3 people, the panel should include representatives who were involved in the shortlisting process. The Chair of the panel would normally be the Recruiting Manager and in most cases this will be the Line Manager. The Panel Chair must have received training in recruitment and selection. Where a panel member has a personal interest or knowledge of one of the candidates they should notify the Chair immediately. External Assessors may also be required for some posts.

A representative of the Workforce Directorate may be included in the interview panel and this should, in the first instance be discussed with the appropriate Workforce Manager prior to arranging interviews.

7. INTERVIEWS

All shortlisted candidates will be interviewed as part of assessment and selection. As well as providing an opportunity to discuss the candidate's suitability for employment, an interview will play an integral part of the pre-employment screening process because:

1. It allows the employer to find out missing information which is relevant to the pre-employment process and to probe candidates about their responses or for additional information
2. It provides a good opportunity to add to the overall assessment of the applicant's reliability and integrity
3. The interview provides an opportunity to validate pre-employment checks such as qualifications, professional registrations (where appropriate), Disclosure/PVG application forms, referee details and any reasonable adjustments that may be required through the Disability Discrimination Act (DDA).

Recruiting Managers have responsibility for overseeing the arrangements for interviews and must ensure that the interviews are properly structured and their role is to direct and co-ordinate the interview with regard to:

- Welcoming candidates
- Introducing each interview panel member
- Explaining the format of the interview
- Controlling the interview

Set questions will be asked of candidates pertinent to the particular vacancy and in line with the Job Description and Person Specification. An [Interview Scoring Matrix](#) can be used to record the candidate performance.

Interviewing also involves ensuring that prospective employees are aware of the Terms and Conditions of Service and the technical aspects of the job. It may be considered appropriate, depending on the post, to include such means of selection as presentations, group exercises, typing tests, organisational ability tests etc. If you are considering using a selection test remember you will need to build time for that into the interview schedule. You should also notify candidates in their Invite to Interview Letter that they will be expected to undertake a selection test and of any necessary preparations they will need to make.

There are specific requirements to be carried out when recruiting to Band 5 Nursing Posts which are detailed [here](#).

In addition, there are specific protocols in place for the recruitment panels for medical and dental posts.

All interviews should, as far as possible, be held in the same room and under the same conditions, with the same panel members and with each applicant being treated in a fair and consistent manner.

The Recruiting Manager should ensure all ID verification, copies of visas and entitlement to work in the UK and copies of necessary qualifications and registration are checked at interview. This should be evidenced in the [Interview Assessment Form](#) which needs to be completed for each candidate giving reasons for selection and rejection.

This form along with all other paperwork from the vacancy must be kept on file by the Recruiting Manager for a minimum of 12 months in order to comply with the Data Protection Act 1998. This will enable Recruiting Manager to justify any decision and the process by which it was reached. It will allow them to respond to any complaints of discrimination and to enable regular monitoring of recruitment activity.

This section is relevant to Healthcare Support Workers only

At interview the [Code of Conduct and Mandatory Induction Standards](#) for Healthcare Support Workers, should be provided by the Recruiting Manager/interview panel for information for all candidates. They should be made aware that compliance is a requirement of the post.

The following should also be noted: -

- HCSW Standards are transferable for staff moving between Health Boards in Scotland
- HCSW Standards are transferable for staff moving internally (this information should be noted on the Change of Details Form)

During the interview the panel **must make candidates aware** that there are **pre-set start dates when new staff begin work** (see Induction requirements)

For staff who are currently NHS employees, the panel **must make the candidates aware** of the need to ensure that if they are successful, they must co-ordinate their

notice period and start date in such a way that they have continuous service to protect their NHS entitlements.

The Recruiting Manager must inform candidates:

- That new staff are required to undergo an induction process that will involve them attending mandatory training relevant to their post **prior** to starting work in their normal work base.
- This induction process will last from two days to a maximum of seven days depending on the post.
- Attendance is normally full time.
- In exceptional circumstances for part-time posts where candidates could not attend full time, there is the option of attending part time over two induction programmes if required.

It is exceptional to provide interview expenses for either successful or unsuccessful interviewees. Where it is agreed to recompense applications this will be funded by the Line Manager's budget. Where an applicant is moving into the area, they may be eligible for assistance with the cost of relocation, but the Manager should check the criteria for this in the [Board Relocation Policy](#). For medical appointments, please contact Medical Staffing where there are specific entitlements dependent upon position and grade.

At the conclusion of the interview, the panel should thank each candidate for attending, advise the candidates that feedback will be available after the panel has reached its decision and ensure that candidates are told when and how, by telephone call and letter, they will be informed of the decision.

A copy of the completed [Successful and Unsuccessful Candidates Form](#) is emailed to the [Recruitment Team Mailbox](#) as soon as the successful candidate's start date is confirmed. This allows recruitment to close the vacancy file and complete Equal Opportunities Monitoring statistics, details of which are regularly requested by the Scottish Government.

8. APPOINTMENT PROCESS - PRE-EMPLOYMENT CHECKS

The Recruiting Manager is responsible for ensuring all pre and post employment checks are undertaken appropriately. The [Pre-Employment Checklist](#) should be used to ensure all checks are carried out.

Having selected the successful candidate, the Recruiting Manager should write offering the post using the [Offer of Appointment Letter](#). All offers of appointment are subject to satisfactory references, Occupational Health Clearance, Disclosure/clearance (where appropriate), confirmation of residency, work permit, qualifications or registrations for the post. The applicant also must provide written confirmation of acceptance of the post.

Healthcare Support Workers should be provided with the [Offer of Appointment Letter HCSW](#)

8.1 REFERENCES

References should be sought for the successful candidate only using the [Reference Request Form](#). One referee must be the candidate's current or most recent employer (unless this is first employment). An indicative start date may be agreed at this point for future planning requirements. Please see the [PIN Policy on Safer Pre and Post Employment Checks](#) for further information on references.

8.2 HEALTH SCREENING

All candidates must be screened by Occupational Health prior to commencing employment, or moving post within NHS Dumfries and Galloway. The [Occupational Health Questionnaire Form and Letter](#) and a pre-addressed envelope to Occupational Health and Safety Department, NHS Dumfries & Galloway, Nithbank, Dumfries DG1 2SD will be issued for completion with the conditional offer letter.

Managers should advise the successful candidate of this when making the verbal offer of appointment and that any delay in returning this completed questionnaire may impact on the agreed start date for the new employee.

8.3 DISCLOSURE/PVG CHECKS

NHS Dumfries & Galloway is a registered body with Disclosure Scotland and as such is entitled to verify Disclosure Scotland applications. The appropriate Disclosure/PVG application form will be sent to the successful candidate with the Offer or Appointment Letter. This will be countersigned by an approved person within NHSD&G and forwarded to Disclosure Scotland for processing. A minimum of 4 weeks for clearance must be given. Once the Disclosure Scotland check has been processed, one copy will be sent to the countersignatory and one copy to the applicant (Recruitment will advise the Recruiting Manager for DGRI/Midpark Nurses of the outcome).

Guidance for managers on the recruitment of ex-offenders can be found [here](#)

Further information on Disclosure/PVG can be accessed at <https://www.disclosurescotland.co.uk/>

Managers must ensure they also fully complete the paper based Staff Engagement Form, including bank account details to ensure that payroll are also informed about the new member of staff.

Each new employee will receive a contract (a written statement of Terms and Conditions of Employment) within 1 week of their start date.

9. CORPORATE INDUCTION

The overall purpose of the Induction Welcome Week process is to ensure that staff are welcomed and effectively integrated into and across the organisation, to ensure they are confident, safe and competent to carry out their role.

To be effective in their posts, staff require current and relevant information about the organisation as a whole and their own roles and responsibilities within their

immediate work environment in particular. The Local and General components of the Induction arrangements are designed to be complementary and provide staff with the balance of information they require at the beginning of their careers in the organisation.

All new staff, regardless of banding, job role or contract type are required to attend the General Induction Programme that is held in Dumfries on joining NHS Dumfries and Galloway and prior to them beginning their duties within their local work base. This includes those that may have left a previous post in the organisation and are returning to a new post after a break of **3 months** or more. **Staff returning after a 3 months period may not be required to attend the full Induction if they will be still compliant in some or all Mandatory Training Topics for the following 3 month period. Managers should contact the Workforce Training Manager directly to discuss suitable arrangements.** Candidates recruited internally i.e. moving from one post to another are not required to attend Induction if they have not had a break from a contracted post for a period of 3 months.

In order to ensure that all new starts receive starting information and Induction packs before attending Induction, Recruiting Managers must ensure that new starts are booked onto Induction **no later than the Thursday morning** of the week before Induction. New starts cannot be booked onto Induction if HR.net records and ALL pre employment checks are not in place. Due to capacity and Health and safety issues, Induction is capped at a maximum of 25 places per session. If a session is full, new starts will need to be booked on to the following session.

New staff must not commence their duties and responsibilities until the induction programme is fully completed i.e. **Staff should not start work, be included on rotas or appointment schedules until their full Induction has been completed.** (Exceptional circumstances are always a consideration and must be discussed at Senior Manager level).

The purpose of the General Induction programme is to:

- Introduce staff to NHS Dumfries and Galloway: including our core values, our corporate objectives and desired outcomes and our integration partners
- Gives staff the opportunity to see how they contribute to the delivery of the corporate objectives and desired outcomes of NHS Dumfries and Galloway
- staff complete all their mandatory training relevant to their post to ensure they are confident, competent and safe in carrying out their job
- The opportunity to ask questions, network and meet a member of our Senior management Team
- Introduce staff to other services they may require during their careers in NHS Dumfries and Galloway. (e.g. Workforce, Occupational Health Services, Infection Control, Trade Unions)

During the General Induction Programme, employees new to NHS Dumfries and Galloway will attend an Occupational Health Assessment appointment if they have not already done so prior to taking up post.

(NB Existing NHS Dumfries and Galloway staff moving to new posts within the organisation also require an Occupational Health medical assessment for their new post.)

Once staff have attended the General Induction Programme, including all the mandatory training relevant to their post, this information will be recorded by our Learning & Development team and held on HR.NET. New staff will also be provided with a 'passport' to record their attendance at their Occupational Health screening appointment and the mandatory topics and levels required for their post. Managers must ensure that the new member of staff has completed all mandatory topics relevant to their post before starting their role. .

If for any reason the member of staff has not completed all their relevant topics, e.g. due to sickness absence, the manager must liaise with the Learning & Development team as soon as possible, to ensure that the staff member fully completes their induction at the earliest opportunity.

Individual Staff Members' Responsibilities

Individual staff must attend the General Induction Programme as set out in their individual timetable which is issued before attending Induction. If for any reason they are unable to attend, they must contact their line manager who will then inform the Learning & Development Team

Local Induction Arrangements

The main purpose of the Local Induction process is it to:

- Welcome new staff and introduce them to the other members of their team
- Familiarise new staff with their work environment including fire exits and muster points
- Provide them with Health and Safety information/procedures relevant to their immediate work place – this is a legal requirement
- Give them a clear outline of their job and its requirements
- Explain the terms and conditions of their job
- Ensure they are familiar with NHS Dumfries and Galloway policies & procedures relevant to their role. They should be advised how they can access these policies and procedures should they require this in the future.
- For HCSW's – they will meet their Reviewer, who will provide them with their Workbook and explain the process of gathering evidence and timescales required to complete.

A [Local Induction Checklist](#) has been designed to act as a general guide and is relevant to all staff. It is recognised that different roles/work environments may require supplementary information to ensure that Local Induction is fully comprehensive (e.g. information about ordering of stock/requisitions; information about organising prescribed drugs etc). Inclusion of such supplementary information will be at the discretion of individual managers.

Line Managers' Responsibilities

Line managers or delegated induction supervisors will be responsible for ensuring that new staff are provided with the information detailed in the Local Induction Checklist.

Timescales for covering this information are provided in the checklist. These timescales reflect the order of priority for completing different sections of the checklist. All elements of this checklist must be covered within four weeks of a new member of staff joining NHS Dumfries and Galloway. When completed, the checklist must be signed off by both the line manager/induction supervisor and member of staff. A copy should be retained by the manager and recorded in the staff member's personal development plan. A further copy should be retained by the member of staff.

Individual Staff Members' Responsibilities

Staff members must ensure they are familiar with the information provided within the local induction process, sign off the completed Local Induction checklist and complete any learning and development agreed with their line manager within agreed time limits.

Line Managers MUST ensure the Local Induction Checklist is completed and signed.

On completion of both the General Programme and Local Induction in the workplace, managers **must** record that all Induction is complete on the individual's staff record on HR.NET.

Both General and Local Induction must be completed within eight weeks of joining NHS Dumfries and Galloway. Compliance with these Induction arrangements will be reported to the Staff Governance Committee via monitoring Staff Records on HR.NET.

Our Knowledge and Skills Framework requires that during the first twelve months that a new member of staff is in post, there will be two Development Review discussions to assess progress against the Foundation KSF post outline, one at six months and the next at twelve months. Completion of the General and Local Induction will provide evidence for these reviews. Both Development review discussions should be recorded on the electronic KSF (eKSF) tool.

[Full details about the KSF and its associated development review are provided in ['The NHS Knowledge and Skills Framework and the Development Review Process' \(October 2004\)](#) and [NHS Dumfries and Galloway Annual Development Review Policy \(2012\)](#)



**This procedure contains hyperlinks to take you to the document referenced.
All documents are also available on Beacon Documents/Browse/Workforce Directorate/Recruitment**

Recruitment Selection & Induction Flow Chart

Vacancy analysis

Staff Control Form (SCF) completed, appropriately signed and submitted Directorate

ONLY with the APPROVAL of VCG or Corporate Vacancy Control and –

- receipt of an Advert, Job Description (including AfC Ref No:) and Person Specification can a post be checked against the REDEPLOYMENT Register
- If a skills match is IDENTIFIED then you will be contacted by the Redeployment Co-ordinator
- If a skills match is NOT identified then the post can be advertised as requested by the recruiting manager

All vacancies close on a Thursday

On the Tuesday, following closing date, Part 'C'(s) of application form(s) received are emailed to the designated manager

Shortlisting process

Designated manager requests Part A/B(s) of application form(s) (contact details) from Recruitment Team for short listed candidates and then invites them for interview

Designated manager sends out "invite to interview" letters to the shortlisted candidates (giving candidates at least 7 days notice of interview date, venue and time)

Interview and Selection process

Initial offer of appointment (subject to PVG Membership/Disclosure Scotland clearance, 2 x satisfactory references, Occupational Health (Occ Health) Approval)

On receipt of candidates confirmed written acceptance of offer, PVG Membership/Disclosure Scotland clearance, 2 x satisfactory references and Occ Health confirmation of fitness to work

Manager can then agree one of designated start dates with candidate

Manager enters staff details onto New Staff Engagement form on HR.NET, including information on the Induction tab. Must also complete paper based form for payroll (Manager also notifies Recruitment Team of details of successful candidate.)

HR.NET alerts HR, Occ Health, IT and Learning & Development admin team about 'new start'; also informs Learning & Development admin team about general Induction requirements

Learning & Development admin team book 'new start' onto relevant parts of General Induction

Learning & Development admin team send out letter about General Induction to 'new start';

this is copied to manager

New start attends General Induction programme and Occupational Health Clearance Appointment (unless other arrangements have been made by Occupational Health)

New start receives Local Induction in own workbase

Manager records that 'new start' has attended General Induction and received Local Induction on Staff record form on HR.NET

Manager completes and returns a copy of the Successful and Unsuccessful Candidate Form to the Recruitment Team when start date is confirmed

EQUALITY & DIVERSITY IMPACT ASSESSMENT

When completed, a copy of this EQIA form should be emailed to lynsey.fitzpatrick@nhs.net

Name of Policy/Strategy	Recruitment, Selection and Induction Policy and Procedure		
Name of Division	Workforce Directorate		
Names and role of Review Team:	Tracy Parker John Glendinning Wendy Copeland Val Douglas	Date(s) of assessment:	19.5.15
SECTION ONE AIMS OF THE PROGRAMME			
Is this a new or existing Policy/Strategy: existing			
What is the aim or purpose of the Policy/Strategy: The recruitment, selection and induction procedures aim to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity.			
Who is this policy/strategy intended to benefit or affect? In what way? Who are the stakeholders? All staff and members of the public who apply for posts within the organisation. To ensure that all candidates are treated with fairness and consistently.			
How have these people been involved in the development of this policy/strategy?			

Through involvement in reviewing the policy.

What resource implications are linked to this policy/strategy?

Generally none, however all staff undertaking recruitment activity must have attended training which has an operational impact.

SECTION TWO

IMPACT ASSESSMENT

Complete the following table, giving reasons or comments where:

The Programme could have a positive impact by contributing to the general duty by –

- **Eliminating unlawful discrimination, harassment, victimisation or any other prohibited conduct**
- **Advancing equality of opportunity by having due regard to:**
 - **Removing or minimising disadvantage**
 - **Meeting the needs of particular groups that are different from the needs of others**
 - **Encouraging participation in public life**
- **Fostering good relations – tackling prejudice, promoting understanding**

The Programme could have an adverse impact by disadvantaging any of the equality groups. Particular attention should be given to unlawful direct and indirect discrimination.

If any potential impact on any of these groups has been identified, please give details - including if impact is anticipated to be positive or negative.

Population Groups (Remember many people are in several of these groups which may add to their vulnerability)				
	Positive impact	Adverse impact	No impact	Comments
				<p><u>General Statement</u> The Policy aims to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity.</p> <p>All staff involved in recruitment activity must have attended Recruitment and Selection Training and have completed Equality & Diversity Training.</p> <p>We currently monitor applications, shortlisted candidates and successful candidates by the majority of protected characteristics.</p>
Women Men	X			See General Statement
Minority ethnic groups (includes gypsy travellers, refugees and asylum seekers)	X			See General Statement. NHS D&G have access to Interpreting & Translation Services which could be used if an applicant required support with a job application.
Older People	X			See General Statement
Children & Young people	X			No impact for children. NHS D&G regularly recruit to Modern Apprentice posts which are advertised in the local media. NHSD&G regularly attend School Job Fairs and events at the local College.
Disabled People (includes physical disability, learning disability, sensory impairment, long-term medical conditions)	X			See General Statement. The standard NHS application has a positive statement about application from disabled people and NHSD&G operates the Interview Guarantee Scheme. In addition, the application asks applicants whether they have any special requirement e.g. wheelchair access prior to interview. NHSD&G will make all reasonable adjustments as required to support disabled people during the recruitment process.

People with different religions or beliefs (includes people with no belief)	X			See General Statement
Lesbian/gay women	X			See General Statement. The Workforce Directorate are currently working towards their Gold LGBT Chartermark. In 2014 the Directorate attended a LGBT Job Fair where they had an information stall which included info on current vacancies and volunteering opportunities.
Gay men	X			See General Statement. The Workforce Directorate are currently working towards their Gold LGBT Chartermark. In 2014 the Directorate attended a LGBT Job Fair where they had an information stall which included info on current vacancies and volunteering opportunities.
Bisexual people	X			See General Statement. The Workforce Directorate are currently working towards their Gold LGBT Chartermark. In 2014 the Directorate attended a LGBT Job Fair where they had an information stall which included info on current vacancies and volunteering opportunities.
Heterosexual people	X			See General Statement.
Transgender people	X			See General Statement. The Workforce Directorate are currently working towards their Gold LGBT Chartermark. In 2014 the Directorate attended a LGBT Job Fair where they had an information stall which included info on current vacancies and volunteering opportunities.
Married and unmarried people/civil partnerships	X	X		See General Statement. We are currently unable to monitor these groups, the national application form does not request info on marital status. We are exploring ways of monitoring this data from our new workforce information system eESS.
Issues relating to pregnancy and maternity	X			See General Statement. We are currently unable to monitor these groups, the national application form does not request info on marital status. We are exploring ways of monitoring this data from our new workforce information system eESS.
Homeless	X			See General Statement. In the event that an applicant was homeless we would endeavour to find a suitable contact address with the applicant's involvement.

<p>Looked after and Accommodated: Children Adults Older People</p>	<p>X</p>			<p>See General Statement.</p>
<p>People with language or social origin issues</p>	<p>X</p>			<p>See General Statement. NHS D&G have access to Interpreting & Translation Services which could be used if an applicant required support with a job application.</p>
<p>Individuals with Mental Health issues</p>	<p>X</p>			<p>See General Statement.</p>
<p>People involved in the criminal justice system</p>	<p>X</p>			<p>See General Statement. NHS Dumfries & Galloway complies fully with the Code of Practice, issued by Scottish Ministers, in connection with the use of information provided to registered persons, their nominees and other recipients of information by Disclosure Scotland under Part V of the Police Act 1997, for the purposes of assessing applicants' suitability for employment purposes, voluntary positions, licensing and other relevant purposes. We undertake to treat all applicants for positions fairly and not to discriminate unfairly against the subject of a Disclosure on the basis of conviction or other information revealed</p>

People in different socio-economic groups (includes those living in poverty, people of low income)	X			See General Statement.
People who have low literacy	X			See General Statement. If an applicant required additional support to complete an application it is expected that reasonable support could be offered to the applicant.
People in remote, rural locations	X			See General Statement. All posts are available on the internet.
Carers	X			See General Statement. NHS D&G staff have access to a number of family friendly policies which support the work/life balance.
Staff (includes people with different work patterns, e.g. part/full time, short-term, job share, seasonal)	X			See General Statement. This policy provides staff with a framework for recruitment to reassure them that all recruitment activity is carried out fairly and consistently.

What impact will the proposal have on equality? For example, will the changes affect:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
Discrimination against groups of people	X			

Promoting equality of opportunity (consider potential action to reduce disadvantage; encourage participation in public life of all groups of people)	X			
Tackling harassment			X	
Promoting positive attitudes	X			
Promoting good relations between different groups	X			
Community capacity building and opportunities to build cohesion within and between communities	X			

Which human rights could be affected by the proposal?		
		Comments
Life (Article 2, ECHR)	<ul style="list-style-type: none"> • Basic necessities such as adequate nutrition, clean and safe drinking water • Suicide • Risk to life of/from others • Duties to protect life from risks by self/others • End of life questions • Duties of prevention, protection and remedy, including investigation of unexpected death 	Not applicable
Freedom from ill-treatment (Article 3, ECHR)	<ul style="list-style-type: none"> • Fear, humiliation • Intense physical or mental suffering or anguish • Prevention of ill-treatment, protection and rehabilitation of survivors of ill-treatment • Duties of prevention, protection and remedy, including investigation of reasonably substantiated allegations of serious ill-treatment • Dignified living conditions 	Not applicable
Liberty (Article 5, ECHR)	<ul style="list-style-type: none"> • Detention under mental health law • Review of continued justification of detention • Informing reasons for detention 	Not applicable
Fair Hearing (Article 6, ECHR)	<ul style="list-style-type: none"> • Staff disciplinary proceedings • Malpractice • Right to be heard • Procedural fairness • Effective participation in proceedings that determine rights such as employment, damages/compensation 	The recruitment, selection and induction procedures aim to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity.

<p>Private and family life (Article 8, ECHR)</p>	<ul style="list-style-type: none"> • Private life • Family life • Home • Correspondence • Reputation • Physical and moral integrity (e.g. freedom from non-consensual treatment, harassment or abuse) • Personal data, privacy and confidentiality • Sexual identity • Autonomy and self-determination • Relations with family/community • Participation in decisions that affect rights • Legal capacity in decision making, supported participation and decision making, accessible information and communication to support decision making • Participation in public life • Participation in leisure and culture life • Clean and healthy environment 	<p>The recruitment, selection and induction procedures aim to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity.</p> <p>NHS D&G process all application forms in accordance with strict confidentiality principles.</p>
<p>Freedom of thought, conscience and religion (Article 9 ECHR)</p>	<ul style="list-style-type: none"> • Conduct central to beliefs (such as worship, appropriate diet) 	<p>Not applicable</p>
<p>Freedom of expression (Article 10, ECHR)</p>	<ul style="list-style-type: none"> • To hold opinions • To express opinions and receive and impart information and ideas without interference 	<p>The recruitment, selection and induction procedures aim to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity.</p>
<p>Freedom of assembly and association (Article 11, ECHR)</p>	<ul style="list-style-type: none"> • Meetings, marches and demonstrations • Choosing whether to belong to a trade union 	<p>Not applicable</p>

<p>Marriage and founding a family (Article 12, ECHR)</p>	<ul style="list-style-type: none"> • Capacity • Age 	<p>The recruitment, selection and induction procedures aim to ensure that all candidates seeking employment with the Board are treated with fairness and without prejudice on the grounds of equality, this includes, age, disability, race, national origin, gender, gender identity, sexual orientation, religion & belief, marriage & civil partnership, pregnancy & maternity.</p>
<p>Protocol 1 (Article 1, 2, 3 ECHR)</p>	<ul style="list-style-type: none"> • Peaceful enjoyment of possessions • Right to education • Right to elections/vote 	<p>Not applicable.</p>

SECTION 3

EXAMINATION OF AVAILABLE DATA AND CONSULTATION

Data could include: consultations, surveys, databases, focus groups, in-depth interviews, pilot projects, reviews of complaints made, user feedback, academic or professional publications, reports etc

Name any experts or relevant groups / bodies you should approach (or have approached) to explore their views on the issues:

The Policy has been reviewed by a number of staff across the organisation. The local Diversity Working Group were invited to take part in the Equality Impact Assessment and/or comment on the Policy and Procedure.

What do we know from existing in-house quantitative and qualitative data, research, consultations, focus groups and analysis?

Recruitment data provides information to support ongoing equality monitoring. The Policy has been reviewed by a number of staff within the organisation.

What do we know from existing external quantitative and qualitative data, research, consultations, focus groups and analysis?

NHS D&G undertake benchmarking with other Boards in terms of the recruitment process and vacancy data is collected and monitored nationally however this not by protected characteristic. The Board Equality Lead is involved in a national workforce data collection exercise which includes recruitment data.

What gaps in knowledge are there?

We have identified a gap in our ability to report on pregnancy/maternity and civil partnership, however this will be facilitated by our new workforce info system.

In relation to the groups identified:

What are the potential impacts on health?

Not applicable

Will the Programme impact on access to health care? If yes - in what way?

Not applicable

Will the Programme impact on the experience of health care? If yes - in what way?

Not applicable

HAVE ANY POTENTIAL NEGATIVE IMPACTS BEEN IDENTIFIED?

If so, what action been proposed to counteract these? Negative impacts (if yes, state how) e.g.

- **Is there any unlawful discrimination?**
- **Could any community get an adverse outcome?**
- **Could any group be excluded from the benefits of the Programme/function?**
- **Does it reinforce negative stereotypes?**

Recommendations (This should include any action required to address negative impacts identified):

We are unable to currently collect data on 2 protected characteristics from applicants, however this should be rectified with the introduction of our electronic recruitment module which is part of eESS.

MONITORING

How will you monitor how this proposal affects different groups, including people with protected characteristics?

We plan to include an annual equality monitoring report within our Workforce Plan.

What monitoring arrangements are in place? All applicants are asked to provide E&D data.

Who will monitor? The Equality Lead/Workforce Directorate

FOR NEW POLICIES ONLY

What research or consultation has been done?

What stage is the Programme at?

What is the target date for completion?

Is a more detailed assessment needed? (It is not necessary to subject all proposals to a detailed assessment.) If so, for what reason?

COMPLETED POLICY			
Who will sign this off? Area Partnership Forum			
When? 25 June 2015			
PUBLICATION			
How will this be published? NHS D&G Internet/Intranet			
Carried Out by	Tracy Parker	Title	Workforce Planning, Recruitment, Systems Manager
Signature		Date	
Authorised by	Lynsey Fitzpatrick	Title	Equality Lead
Signature		Date	

Note that you may be contacted by the Equality lead for quality control and/or monitoring purposes