

# Equality Impact Assessment Tool

This Tool has been developed to ensure that equalities, human rights, economic, social factors and the Armed Forces Covenant Duty are being considered ahead of the implementation of any new or revised policies, provisions, criteria, functions, practices and activities, including the delivery of services. Please note for the purpose of this document these will be grouped together and simply referred to as 'activity'.

<b>General Information</b>			
Name of activity	<i>Recruitment and Selection Policy</i>		
Lead person and job title	<i>Victoria McDade</i>		
Contact Information <i>(telephone and/or email)</i>	[REDACTED]	Date of this assessment	06/02/2026
Names and roles of those involved in the impact assessment process	Mairi Johnstone – HR Investigation and Policy Lead, Aurelia Kunga Ethnic Minority and TU representative, Kerry Riddell Equality and Diversity Officer, Nicola Hood CHSC Home Teams, Rachel Edgar – Support Services manager, Tracy McKean – Support Service Team lead, Shelly Meehan – HR advisor.		
Describe the activity in no more than 200 words	The recruitment and selection policy aims to ensure that all candidates seeking employment with the Board, regardless of being internal or external to the organisation 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. The policy gives clear expectations to managers as to how recruitment campaigns should be ran in order meet the numerous legal obligations and industry best practice.		
How will <b>people</b> be affected by this activity?	The groups of individuals who will benefit from this policy include: <ul style="list-style-type: none"> <li>• Our patients, their families and public as we practice safe recruitment</li> <li>• Managers (especially recruiting and disciplining managers)</li> <li>• Our staff including volunteers, honorary contract holders, bank and agency staff</li> <li>• Workforce and OD</li> </ul>		
Who has been <b>involved</b> in the development of this activity and in what capacity?	A stakeholder group was set up to review the policy and ensure it aligns with any statutory, mandatory or best practice changes. The stakeholders included a range of Workforce and Service Managers who are involved in delivering and partaking in recruitment practices.		
Please include any evidence or relevant information that has influenced the overall decision being considered within this impact assessment	The legal requirements for all organisations are set out by UK Government in relation to Right to Work checks, <a href="https://www.gov.uk/government/publications/right-to-work-checks-employers-guide">https://www.gov.uk/government/publications/right-to-work-checks-employers-guide</a> Disclosure Scotland an executive agency to Scottish Government, . <a href="https://www.gov.scot/publications/disclosure-and-criminal-record-checks-mygov.scot">Disclosure and criminal record checks - mygov.scot</a> , NHS Scotland's Employment Check Guide and Agenda for Change These requirements are mandatory by law.		

## Impact Assessment Questions

Please complete the table below and outline within the comments sections:

1. any evidence, relevant information or involvement that has influenced the decision on impact (this may also include demographic profiles, audits, research, health needs assessment, work based on national guidance, findings from engagement and consultation). Prompts are available on **page 6** to support discussion around potential impacts.
2. Mitigating measures that will be taken to ensure that no impact is negative

When assessing the impact on each protected characteristic, you should consider the following aims of the Public Sector Equality Duty:

- Does the proposed activity impact on the **elimination of discrimination**?

- Does the proposed activity contribute towards **advancing equality of opportunity** by removing or minimising disadvantages, meeting the needs of particular groups and encouraging participation in a particular activity?
- Does the proposed activity **foster good relations** between different groups?

Protected Characteristics/Impact Areas	Are there any positive impacts? <i>Yes/No</i>	Are there any negative impacts? <i>Yes/No</i>	Rationale for decision and further comments <i>Use prompts from page 6 onwards to expand on what the potential positive and negative impacts might be.</i>	What measures will be put into place to mitigate any negative impacts? <i>Please note any measures that will be put in place to mitigate negative impacts</i>
<b>Age</b> <ul style="list-style-type: none"> <li>• Early years, children and young people, including care experienced young people</li> <li>• Working aged people</li> <li>• Older People</li> </ul>	YES	YES	<p>The application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage.</p> <p>This process anonymises candidates including any protected characteristics such as age.</p> <p>There is a potential negative as applicants can add dates to their employment and education history that enables short listers to work out ages</p>	<p>NHS D&amp;G aims to treat all staff regardless of a protected characteristic the same and our policy does not allow for discrimination. Our Managers receive recruitment training that has a specific focus on equality and diversity and how to avoid making potential discrimination against any protected Characteristics such as age when selecting at either Shortlisting or interview stage.</p>
<b>Disability</b> <i>(This includes physical disability, learning disability, sensory impairment, long term medical conditions and mental health conditions)</i>	YES	YES	<p>Disabled candidates can choose to declare their application under the disability confident scheme whereby should they meet the minimum criteria for the role they can be shortlisted and guaranteed an interview.</p> <p>The policy makes clear for managers that reasonable adjustments should be made for attendance at interview and or should they be successful following assessment</p> <p>Although the policy advises managers to offer reasonable adjustments having a positive effect on neurodivergent candidates, there could be a negative impact for candidates if the interview process is skewed towards neurotypical candidates especially because not all candidates may know they are neurodivergent, consider neurodivergence to be a disability or feel comfortable to disclose this at recruitment stage</p>	<p>Managers receive recruitment training that has a specific focus on equality and diversity and how to avoid making potential discrimination against any protected Characteristics such as disability when selecting at either Shortlisting or interview stage.</p> <p>To review equality statement on our jobs to ensure it considers neurodivergent candidates.</p> <p>NHS D&amp;G have a flexible working policy and leave policy to accommodate requests for appointments in relation to disabilities as well as dedicated Disability Staff Network that is promoted in our Work with Us pages to prospective candidates</p>

			Copies of the policy can be made available in alternative formats (e.g. large print) on request. Managers/recruitment can provide support to individuals unable to understand/access the applications to apply for jobs and reasonable adjustments are offered to candidates throughout the process.	
<b>Sex/Gender and Gender reassignment and Transgender</b>	YES	NO	Monitoring information collected includes gender and gender reassignment however this is withheld from the short listing and interview panels and does not impact the process.  There is a risk that recruitment is seen as biased because of the gender split in our organisation. This is particularly exacerbated when part time workers data is viewed by gender.	Managers receive recruitment training that has a specific focus on equality and diversity and how to avoid making potential discrimination against any protected Characteristics such as Gender and gender reassignment when selecting at either Shortlisting or interview stage.
<b>Marriage and Civil Partnership</b>	YES	NO	The application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage. This process anonymises candidates including any protected characteristics such as marriage /civil partnership	Managers receive recruitment training that has a specific focus on equality and diversity and how to avoid making potential discrimination against any protected Characteristics such as marriage or civil partnership when selecting at either Shortlisting or interview stage.
<b>Pregnancy and Maternity</b>	YES	NO	The application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage. This process anonymises candidates including any protected characteristics such as pregnancy.	Managers receive recruitment training that has a specific focus on equality and diversity and how to avoid making potential discrimination against any protected Characteristics such as being pregnant or being on maternity when selecting at either Shortlisting or interview stage.
<b>Race (includes Gypsy/Travellers and those whose first language is not English)</b>	YES	YES	The application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage.	Managers receive recruitment training including equality and diversity training specific to recruitment that ensures managers are aware of the need not to discriminate against any protected

			<p>This process anonymises candidates including any protected characteristics such as race or indirect assumptions made on names or addresses.</p> <p>There is a potential risk for discrimination where candidates voluntarily identify in the previous employment history and education address/country of study or work and educational institute which could be used to discriminate</p>	<p>characteristics such as race whilst making a selection at either Shortlisting or interview stage.</p> <p>In addition to this the board is committed to using the advice and best practice guidance produced by Scottish Government in the Ethnic Minority recruitment toolkit</p>
<b>Religion or belief</b>	YES	NO	<p>This policy has a positive impact on this group as the application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage.</p> <p>This process anonymises candidates including any protected characteristics such as religion or belief.</p>	<p>Managers receive recruitment training including equality and diversity training specific to recruitment that ensures managers are aware of the need not to discriminate against any protected characteristics whilst making a selection at either Shortlisting or interview stage</p>
<b>Sexual orientation</b>	YES	NO	<p>This policy has a positive impact on this group y ensuring the application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage.</p> <p>This process anonymises candidates including any protected characteristics such as sexual orientation</p>	<p>Managers receive recruitment training including equality and diversity training specific to recruitment that ensures managers are aware of the need not to discriminate against any protected characteristics whilst making a selection at either Shortlisting or interview stage.</p>
<b>Human Rights</b>	YES	NO	<p>The application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage.</p> <p>This process anonymises candidates including any details or particulars relating individuals human rights</p>	<p>Managers receive recruitment training including equality and diversity training specific to recruitment that ensures managers are aware of the need not to discriminate against any protected characteristics whilst making a selection at either Shortlisting or interview stage.</p>
<b>Carers</b>	YES	NO	<p>This policy has a positive impact on this group by ensuring that recruitment processes are inclusive to all groups NHS D&amp;G also promote on their adverts the fact we have met the criteria to be a Positive Carer accredited</p>	<p>Managers receive recruitment training that covers best practice in advertising, shortlisting and interviews including how to consider reasonable requests from individuals. HR support managers with</p>

			Flexible working requests are considered at point of offer. Since 2020 many posts have been considered hybrid to allow more flexible working and where these are considered they are clearly marked on the advert or Job Description.	flexible working requests particularly from underrepresented groups such as carers.
<b>Staff:</b> <ul style="list-style-type: none"> <li>• Full time</li> <li>• Part time</li> <li>• Shift workers</li> <li>• Staff with protected characteristics</li> <li>• Staff vulnerable to falling into poverty</li> </ul>	YES	YES	<p>This policy has a positive impact on is group by ensuring that fair recruitment practices are practiced.</p> <p>We also operate a redeployment process which is linked to our recruitment process where staff at risk or with contracts ending are able to access posts with the support of HR prior to be being advertised to the wider jobs market. These processes are irrespective of individuals working pattern or contract type</p> <p>The policy or recruitment process will not identify staff who are vulnerable to falling into poverty.</p>	<p>Managers receive recruitment training including equality and diversity training specific to recruitment that ensures managers are aware of the need not to discriminate against any protected characteristics whilst making a selection at either Shortlisting or interview stage.</p> <p>In response to the negative impact, NHS D&amp;G do however positively promote via our public work with us Pages and our internal intranet pages how to access the 4 pillars of Wellbeing support which includes financial support.</p>
<b>Those involved in the criminal justice system and their families</b>  <b>Economic &amp; Social Sustainability and Poverty 'at risk' groups</b> <ul style="list-style-type: none"> <li>• Unemployed people</li> <li>• People on benefits</li> <li>• Pensioners</li> </ul>	YES	YES	<p>The application process is done via an electronic applicant tracker system that does not allow hiring managers to view personal details and monitoring information prior to selection at Shortlisting stage.</p> <p>This process anonymises candidates personal details so no direct discrimination can be made against those individuals from risk groups</p> <p>There may be a negative impact against this risk groups due to lack of IT resources or where some posts ask for a certain level of education and experience.</p> <p>See mitigations that we have in place to ensure we still attract and recruit candidates from the risk groups.</p>	<p>We have reviewed many of entry level roles to remove the need for specific work related experience and instead managers can focus on testing values and skills gained through life experiences that are transferable.</p> <p>NHS D&amp;G have also implemented in 2025 an employability team that work with our Local Employability and Skills partnership to support individuals who have struggled to gain meaningful employment and primarily fall in the risk groups mentioned.</p> <p>Our support includes offering placements linked to approved employability programmes such as Project search and SWAP.</p>

<ul style="list-style-type: none"> <li>• Care Experienced people</li> <li>• Those living in the most deprived communities</li> <li>• Remote rurality</li> </ul>			Positive – Many person specifications ask for qualifications or relevant/similar level of work experience which is a positive compared to other industries as supports individuals who may not have done well at school	These programmes help us mitigate the risk of indirectly discriminating against these groups who may otherwise struggle to compete against other candidates with higher levels of experience and skills.
<b>People with low literacy/numeracy, poorer skills and/or attainment</b>	YES	YES	This process may impact due to its ridged online processes	The Application form although online can be accessed via Job centres, libraries and employability partners for anyone who struggles to access IT or lack digital skills. We also have an option for candidates to contact us to come to our office for support or use a paper version if needed.
<b>Homelessness</b>	YES	NO	<p>The application process is done via an electronic applicant tracker system that does not allow hiring managers to discriminate as it anonymises candidates personal details such as address. This field however is a mandatory field candidates can use a care of address where no fixed abode applies.</p> <p>The policy guides managers to follow the pre employment check standards which allows a risk assessment to be carried out should some identification such as address not be present</p> <p>Homeless candidates can enter “no fixed abode” where posts require disclosure checks  <a href="https://www.volunteerscotland.net/disclosure-services/the-disclosure-scotland-act-2020/disclosure-scotland-act-faqs">https://www.volunteerscotland.net/disclosure-services/the-disclosure-scotland-act-2020/disclosure-scotland-act-faqs</a></p> <p>Pre-employment Check Guide which outlines requirements for identification including address  <a href="https://workforce.nhs.scot/supporting-documents/guide/employment-checks-policy-guide/">https://workforce.nhs.scot/supporting-documents/guide/employment-checks-policy-guide/</a></p>	
<b>People who are displaced incl.</b>	YES	NO		

<b>refugees &amp; asylum seekers</b>			<p>The application process is done via an electronic applicant tracker system that anonymises candidates personal details such as refugee and asylum status so no discrimination can take place at selection or shortlisting stage.</p> <p>Where refugees and or asylum seekers have a right to work or volunteer under their right to remain status this process will not impact negatively on their opportunity to apply for work or volunteering.</p>	
<b>Environmental</b>	YES	NO	<p>Our process is 100% electronic reducing the need for paper and postage. Where possible managers are offering use of video interviews and all recruitment and selection training is now delivered online. In addition to the above carbon saving initiatives we also offer hybrid working where the post allows which reduces travel to and from work.</p>	
<b>Armed Forces Personnel and Veterans</b>	YES	NO	<p>The recruitment and selection process has a positive effect as although not directly outlined in the policy the recruitment Service link in with the National Armed Forces Talent Programme to look at activity to positively support this group to apply for jobs in the NHS.</p> <p>Interview arrangements can also be offered as digitally which has a positive impact on this group who may be applying from out of the region.</p> <p>NHS D&amp;G are committed to supporting this group and are accredited with the silver award of the Armed Forces Covenant. We sign post this group via its work with us pages <a href="https://www.nhsdq.co.uk/workwithus/">https://www.nhsdq.co.uk/workwithus/</a> to the Armed Forces Talent Programme (AFTP) <a href="https://www.careers.nhs.scot/shape-your-future/armed-forces-talent-programme/">https://www.careers.nhs.scot/shape-your-future/armed-forces-talent-programme/</a> that supports this group to understand how their skills can be transferable to NHS settings.</p>	<p>We are working with the AFTP to get leaflets sent out at shortlisting stage to managers to help them recognise the transferable skills this group have as well as understanding military qualifications and how they align to national recognised qualifications.</p> <p>The AFTP also provide training for hiring Managers which we will be promoting to our staff.</p> <p>2026 we are going out to this group to ask what else we can do to support such as set up a Staff network where if this created the hope is this group will further engage to improve inclusion in our recruitment practices including promoting our jobs and careers through bespoke insight days.</p>

			Linked to this policy Managers can also apply flexible working to support this group.	
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<p><b>Does this activity require consideration of the <a href="#">Fairer Scotland Duty</a>? If yes, please outline the steps taken to meet the needs of the duty.</b></p>	<p>Although the policy or recruitment does not specifically refer to this duty, our organisation recognises that the need to recruitment best candidates for the roles based on skills and expereince can often impact on those who have not benefited from higher/further education or opportunities due to their social economic backgrounds. Therefore as an anchors organisation we are committed to reducing social inequities and supporting specific target groups identified in the region through the employability pipeline by providing meaningful work placements and opportunities to access employment with us.</p>		
<p><b>Please indicate how are you ensuring the information about the activity and around the proposed changes is accessible in terms of communication in the following formats, where relevant:</b></p>	<p>Easy Read</p>		
	<p>British Sign Language</p>		
	<p>Alternative Languages</p>		
	<p>Large Print</p>		

## Summary Sheet

Name of Activity	<i>Recruitment and Selection Policy</i>
Date of Impact Assessment	<i>Feb 2026</i>
Key Lead Contact	<i>Victoria McDade</i>

**Please summarise any identified negative impacts and associated mitigations/actions:**

<b>Negative Impact</b>	<b>Mitigation/Action</b>	<b>Responsibility/ Timescale</b>
Potential negative impact if managers use dates in applications	We have training for managers in place	N/A
Potential impact on Neurodivergent candidates who may not understand reasonable adjustments for them if they do not consider themselves disabled	To review equality statement to consider neurodivergent candidates	August 2026
There is a potential risk for discrimination where candidates voluntarily identify in the previous employment history and education address/country of study or work and educational institute	We cover this on recruitment and selection training not to use this type of data to discriminate	N/A
The policy or recruitment process will not identify staff who are vulnerable to falling into poverty.	Review guidance at interview stage to ensure candidates who may fall into poverty due to the recruitment process such as attending interviews etc know where to find support. – Speak to colleagues at DWP for wording to add to adverts and interview arrangements	August 2026
Potential negative impact against those from poverty at risk groups	In 2025 we created an employability team that now work with the 11 target groups set out in the Anchors Employability Workstream to support them with meaningful opportunities to gain experience and work	Ongoing
The online system can negatively affect those applicants with poor digital/IT skills	The Application form although online can be accessed via Job centres, libraries and employability partners for anyone who struggles to access IT or lack digital skills. We also have an option for candidates to contact us to come to our office for support or use a paper version if needed.	In place

## Monitoring

How will you monitor the ongoing impact of the activity on all population groups?

*How will you know what the actual impact of the proposal is once it's implemented? Is there an opportunity to carry out equality monitoring on your activity? Is there a review date for the activity once implemented? How will you know what the actual impact of the activity is once it's implemented?*

## Next Steps in the Impact Assessment Process

When complete, the lead person should send a copy of the full Impact Assessment Tool to the Equality and Diversity Lead by emailing it to [REDACTED]

The impact assessment will then be published on the NHS Dumfries and Galloway public website at [www.nhsdg.co.uk](http://www.nhsdg.co.uk).

Please take 5 minutes to share your experience of completing this Impact Assessment by completing [this short survey](#)

**Please note that this is a legal document stating that you have fully considered the impact on the protected characteristics and is open to scrutiny by service users/external partners/Equality and Human Rights Commission.**

