

# Recruitment and Selection Policy

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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

## POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Intranet
DRAFT	NLCCG	Draft Policy for CCG		
1.1	Embed HR Team	Policy updated in line with GDPR requirements		
1.2	HR Humber	Minor changes made – CSU changed to HR Humber, policy put into new template, Link inserted to NHS employers website, 'Joint Trade union' changed to Social Partnership forum	Exec Team 20/08/19	22/08/2019

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## 1 INTRODUCTION

- 1.1 The NHS North Lincolnshire CCG Recruitment and 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 deal with recruitment and selection effectively and consistently.
- 1.2 The CCG recognises the need for equality and diversity within the workforce and promotes equality and diversity issues and awareness. Recruitment in the CCG will be dealt in line with this policy. The CCG will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with the HR team as appropriate.
- 1.3 The CCG endeavours to be an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. We will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit.
- 1.4 The CCG will ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- 1.5 Recruitment and selection is carried out in accordance with all relevant legislation and NHS Check Standards which can be found on the [NHS Employers website](#).
- 1.6 The CCG uses the Disclosure service provided by the Disclosure & Barring Service (DBS) to assess applicants' suitability for eligible posts (see Disclosure and Barring Service procedure for further details). The CCG complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. The CCG also undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received.
- 1.7 Data is held and destroyed in line with Data Protection legislation. Only information essential to the recruitment decision and employment contract will be obtained and will be kept in accordance with the legislation. The data subject's rights are reserved and are explained within the Privacy Notice.
- 1.8 The CCG is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the CCG Data Protection and Confidentiality and related policies and procedures.

## 2 ENGAGEMENT

- Social Partnership Forum
- NLCCG staff via email

## 3 SCOPE

- 3.1 This policy applies to all recruitment to vacant posts in the CCG.

## 4 POLICY PURPOSE & AIMS

- 4.1 This policy and procedure is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.
- 4.2 The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates.
- 4.3 The CCG complies fully with the NHS Employment Check Standards, data protection legislation, and the Disclosure & Barring Service (DBS) Code of Practice and undertakes to treat all applicants in the same way at each stage of the process.
- 4.4 After gaining their clear and explicit consent and in accordance with NHS Employment Check Standards the CCG will undertake document checks on every prospective employee and on staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, secondments, Governing Body and Lay member appointments, volunteers, students, trainees, and apprentices. Where temporary staff are engaged through an employment agency, the agency will be responsible for providing evidence that all checks have been carried out to meet the requirements of the NHS Employment Check Standards (see the Agency Worker Regulations Guidance for Managers).

## **5 DEFINITIONS**

NA

## **6 ROLES / RESPONSIBILITIES / DUTIES**

- 6.1 Recruiting Managers are responsible for:
- Providing full details of the vacancy, e.g. draft advertisement, job description and person specification to the HR Team
  - Arranging interview dates, and panel membership
  - Conducting interviews, and providing feedback to candidates
  - Providing details of successful candidates to the HR Team
  - Recruiting staff by applying the full requirements of this policy, including but not limited to, the aspects relating to equality of opportunity and fairness and documenting decisions accordingly.
- 6.2 The HR Team is responsible for:
- Placing all advertisements, and the administration of recruitment processes
  - Liaising with CCG recruiting managers and applicants to ensure that a professional, efficient and timely recruitment service is provided
  - Advising on selection methods
  - Raising any concerns with the Recruiting Manager should any complaints or issues of unfairness or failure to apply this policy be raised.

## **7 IMPLEMENTATION**

- 7.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.

- 7.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCGs disciplinary procedure.

## **8 TRAINING & AWARENESS**

- 8.1 A copy of the policy will be available on the CCG intranet. Training needs will be identified via the appraisal process and training needs analysis.

## **9 MONITORING & AUDIT**

- 9.1 The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Governing Body.

## **10 IMPACT ANALYSES**

### **10.1 Equality**

In applying this policy, the CCG will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

In developing this policy, an Equality Impact Analysis has been undertaken and is attached at Appendix 2. As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning* section of this document. The CCG takes a positive approach to disability and operates a Guaranteed Interview Scheme to all disabled applicants who meet the essential job criteria.

### **10.2 Sustainability**

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 2.

### **10.3 Quality**

All policies require an assessment for a potential impact on quality. A quality impact assessment form is attached at Appendix 2 of the Policy.

Completed paperwork on all assessments should be submitted with the policy for approval and must be published on the internet with the approved policy.

### **10.4 Bribery Act 2010**

The relevance of the Bribery Act 2010 must be considered in respect of every policy. It is considered that it is relevant to this policy as it is possible that someone may be bribed into offering a role to a candidate and therefore the audience of the policy must be respectful of the following information;

Under the Bribery Act 2010, it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.
- Failure to prevent bribery; The Bribery Act also introduced a corporate offence for a relevant commercial organisation (the CCG) to bribe another person intending (1) to obtain or retain business, or (2) to obtain or retain an advantage in the conduct of business. The only defence available to the CCG against Bribery Act offences would be to prove that it had adequate procedures in place designed to prevent persons associated with it from undertaking any of the conduct outlined above.

These offences can be committed directly or by and through a third person and, in many cases, it does not matter whether the person knows or believes that the performance of the function or activity is improper.

It is therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the CCG's intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

If an employee suspects that fraud, bribery or corruption has taken place, they should ensure it is reported to the LCFS and/or to NHSCFA as follows:

- LCFS, AuditOne, Kirkstone Villa, Lanchester Road Hospital, Lanchester Road, Durham, DH1 5RD. Tel: 0191 4415936; Email: [counterfraud@audit-one.co.uk](mailto:counterfraud@audit-one.co.uk) or [ntawnt.counterfraud@nhs.net](mailto:ntawnt.counterfraud@nhs.net)
- The CCG's Chief Finance Officer,
- NHSCFA, 0800 028 40 60 (powered by Crimestoppers)
- Online: <https://cfa.nhs.uk/reportfraud>

Further information on the Bribery Act can be found at [www.opsi.gov.uk/acts](http://www.opsi.gov.uk/acts).

## 11 POLICY REVIEW

- 11.1 The policy and procedure will be reviewed after 4 years for the CCG Governing Body in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

## 12 REFERENCES

This policy has referenced the following sources:  
 NHS Employment Check Standard  
 Code of Practice for Disclosure and Barring Service  
 Data Protection Act 2018  
 Equality Act 2010

## 13 ASSOCIATED DOCUMENTATION

- 13.1 This Policy should be read in conjunction with the following policies (where appropriate):

- Recruitment and Retention Premia
- Starting Salaries Policy
- Temporary Promotion Policy
- Secondment Policy
- Recruitment of Ex-Offenders Policy
- Redeployment Policy
- Travel and Expenses Policy
- Relocation Policy
- Disciplinary Policy

## Part 2 PROCEDURE

### 1 Identifying a Vacant Post

Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.

- Can the work itself be eliminated?
- Can the work be absorbed by re-organising existing resources?
- Is there still a job to be done?
- Is it the same job as was done previously?
- Can skills mix be considered as an alternative?
- Will the job be permanent or temporary?
- Can the vacancy be covered with a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
- Are you recruiting solely to fill this particular post or are you looking for somebody with promotion potential?
- Will the CCG offer relocation expenses? For further information see the relocation policy.

### 2 Appointing to a vacant post without advertising

If a post becomes available on a temporary basis due to such reasons as maternity or long-term sickness cover, the recruitment and selection process must be followed when selecting an employee to cover the vacancy. In such circumstances, it may be appropriate to recruit to the vacancy from a specific group of staff, for example, where the post is of a specialist nature.

### 3 Ring Fencing

The 'ring fencing' of vacancies would normally only apply where certain jobs are at risk. For further information on this, please see the **Redeployment Policy**. Where managers are considering 'ring fencing' vacancies for any other reason they must first discuss with the HR manager and staff side prior to doing so.

### 4 Compiling a Job Description and Person Specification

- 4.1 Having established that a vacancy exists, a job description and person specification must then be prepared for the post. If it is an existing post then the current job description and person specification must be reviewed and any necessary changes made.

- 4.2 The job description must summarise the role and responsibilities of the post in a concise and accurate way.
- 4.3 The person specification defines the qualifications, skills, experience, aptitudes etc. that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively). The criteria used should be competency based to enable candidates to demonstrate at interview how they have used particular skills previously.
- 4.4 The job description should be prepared along with the person specification and evaluated in line with NHS Job Evaluation procedures.
- 4.5 It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit.

## **5 Advertising a Vacancy**

- 5.1 All jobs will be placed on the NHS jobs website and all applicants are required to apply on-line.
- 5.2 Where additional external advertising is appropriate, the recruiting manager should establish the most efficient and effective method of advertising e.g. newspapers and/or professional journals etc.
- 5.3 Where a vacancy is to be advertised internally only, this will be done in line with local procedures. The CCG process in this instance will be for the post to be either advertised internally on the NHS Jobs website or for expressions of interest to be submitted alongside an updated CV and covering letter from the applicant.

## **6 Selection Processes**

Those involved in the recruitment interview should ensure they focus on the needs of the job and skills needed to perform it effectively and make notes throughout. Process to be followed can be found in the Appendices to the Policy

## **7 Pre –Employment Checks**

All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards as follows:

- verification of identity checks for all interviewed candidates
- medical clearance for all candidates
- receipt of satisfactory references (2 for external candidates and 1 for internal candidates unless employed by the organisation for less than 3 years then 2 will be required)
- proof of right to work checks
- evidence of satisfactory DBS check where appropriate
- proof of relevant qualifications and registration where appropriate

## 8 Starting Salary and Incremental Dates

All new employees, or employees who move to a different post within the organisation, must be appointed on a salary point in the relevant band in accordance with NHS Terms and Conditions of Service and the Starting Salaries Policy.

## 9 Withdrawing an offer of employment

If, after careful consideration, it is decided to withdraw the provisional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with a HR representative.

## 10 Making Reasonable Adjustments

10.1 If a disabled candidate is selected for appointment, the need for reasonable adjustments to the role will need to be discussed with the individual concerned. The individual may suggest required adjustments to the recruiting manager.

10.2 Advice from Occupational Health should be sought if the pre-employment screening is not sufficient. Advice may also be sought from the HR Team.

## 11 Reserve Candidates

Where more than one candidate meets the selection criteria the panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 3 months and if there is the requirement to fill the same post during that period the reserve candidate may be offered the position without having to repeat the recruitment process.

## 12 Feedback

Feedback should be made available to all applicants following the interview stage of the recruitment process. Feedback will be provided by a member of the interview panel.

## 13 Complaints

If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the Chief Officer. Where the Chief Officer is involved in the recruitment and selection process, concerns should be addressed to the CCG Clinical Chair or a Lay Board Member.

## 14 Expenses

Agreement to pay candidates interview expenses must be approved by the recruiting manager prior to interview. The recruiting manager is responsible for informing candidates of the process and handling the associated internal administration. Candidates must complete a Travel and Expenses Claim Form and Registration Form in order to facilitate payment. Payments will be made by BACS through the payroll system, never by cash. Reimbursement of expenses shall not be made to employees who withdraw their application or refuse an offer of appointment.

Please refer to the CCG **Travel and Expenses Policy** for further information.

## **APPENDICES**

Appendix 1 Recruiting Manager Guidelines

Appendix 2 Integrated Impact Assessment

Appendix 1				
RECRUITMENT MANAGER GUIDELINES				
Recruitment Task / Stage	Required Inputs for Task	Task Description	Tools Required to Achieve Task	Timescale for Each Step
1. Advert Required	Recruiting Manager	<p>To advertise a Post, you will need to provide the Recruitment Team with the following information:</p> <p>Job description &amp; person specification (if this is a new post, or if there are significant changes, then this will need to go through the job evaluation process, which is described separately)</p> <p>Advert (please complete all sections including DBS and interview date (if known as promote efficiency and give improved information). This needs to be authorised by Chief Officer or Chief Finance Officer</p> <p>Plan in a Shortlisting date (Ideally within 5 days of the closing date).</p> <p>Desired amount of applicants required, in case of high volume of applicants.</p>	 Job Description Template September <hr/>  Advert Template.docx <hr/>  Managers Guidance - DBS.docx <hr/>	
	Recruitment Team	<p>The Job Description and advert should be sent to the Recruitment Mailbox HR.Humber@nhs.net</p> <p>The recruitment team will action your request upon receipt.</p> <p>The recruitment team will place the advert on NHS jobs and notify the recruiting manager by email when the advert is live. The email will include a link to the live job advert.</p>	Via E-mail	Within 2 days of initial request to advertise.

	Recruitment Team & Recruiting Manager	The recruitment team will monitor the number of applications and contact the recruiting manager once the desired amount has been reached to discuss closing the post early.	Via email/phone	During live advertising period
2. Shortlist	Recruitment Team	<p>Once the post has closed you will receive an email from the recruitment team to advise that the applications are now available for shortlisting via NHS jobs.</p> <p>All Shortlisting must be completed online via NHS Jobs and instructions on how to do this will be provided within the content of the email.</p> <p>*You must provide reasons for not shortlisting candidates*</p> <p>The email from the recruitment team will also contain an interview schedule form. When completing the form please include details of the interview panel, venue, times and length of each interview.</p> <p>If you wish the candidates to give a presentation, please also provide details of this on the form along with a contact email address for these to be sent to prior to interview. Please ensure that you allow candidates adequate time to prepare the presentation in advance the interview.</p> <p>Please ensure at this stage that you print and keep copies of applications forms for those candidates who you have shortlisted as you will require these at interview.</p> <p>Note: The CCG takes a positive approach to disability and operates a Guaranteed Interview Scheme to all disabled applicants who meet the job criteria.</p>	<p>Via email</p> <div style="text-align: center;">   <a href="#">Interview Shortlisting Form.docx</a> </div>	By 5pm the day after closing.

		<p>Once shortlisting has been completed please return the interview schedule form to the recruitment team at HR.Humber@nhs.net</p>	Via email	
<p><b>3. Pre-Interview</b></p>	<p>Recruitment Team</p>	<p>Upon receipt of the interview schedule the recruitment team will contact all candidates by phone to confirm interview date, venue and time and ask if any adjustments are required to attend the interview.</p> <p>The recruitment team will then email the candidates to confirm the details discussed and any adjustments required.</p> <p>The recruitment team will pursue any candidates who have not confirmed attendance to interview until all attendance has been confirmed/declined.</p> <p>The interview pack will be emailed to the panel members to print off and copy as required.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>● Interview Score Sheet</li> <li>● Notification of Appointment form</li> <li>● Occupational Health Form</li> </ul>	<p>Via phone</p> <p>Via email</p> <p>Via phone/email</p> <p>Via email</p> <p>        INTERVIEW SCORE SHEET.doc</p> <p>        Notification of Appointment Form.doc</p> <p>        Work Health Recruitment Questionior</p>	<p>Day of receipt</p> <p>2-3 days before interview date.</p>

		<ul style="list-style-type: none"> <li>• Interview Checklist</li> <li>• Job Description</li> </ul>	 Interview Checklist for recruiting manage	
	Recruiting Manager	<p>You will note in the interview checklist that all candidates will be asked to bring certain information, e.g. proof of identity, right to work in the UK, and qualifications with them to interview.</p> <p>You will need to take a copy of this information, and sign each document to confirm that you have seen the original documents and return this to the recruitment team.</p> <p>Details of acceptable ID documents will be provided in the interview pack (see Interview checklist).</p> <p>We are unable to confirm start dates with candidates until a copy of their ID has been provided to the recruitment team.</p>		
	Recruitment Team	<p>If you are unable to take copies at interview or the documentation has not been signed to say the originals have been seen, the recruitment team will ask the appointed candidate to arrange an appointment in order to verify these documents.</p> <p>The recruitment team will contact all candidates who were not successfully shortlisted.</p>	Via NHS Jobs	Day Prior to Interview

4. Interview	Recruiting Manager	Interviews take place Note: consider any required adjustments		
5. Post Interview	Recruiting Manager	<p>Following interviews, please complete the Notification of Appointment Form and return to the recruitment team via <a href="mailto:HR.Humber@nhs.net">HR.Humber@nhs.net</a></p> <p>Please notify all unsuccessful candidates following interview.</p> <p>If you wish to hold any candidates on reserve (see paragraph 13.18 of the policy) please clearly indicate this to the recruitment team</p>	<p>Via email</p> <p>Via phone</p> <p>Via email/post</p>	As soon as possible following interview
	Recruitment Team	<p>Please return all interview paperwork (i.e.: Score sheets, questions etc.) to the recruitment team, including unsuccessful candidate's documents. The recruitment team will keep for a period of 12 months post interview.</p> <p>The conditional offer letter to the successful candidate will be sent within 2 days of receipt of the Notification of Appointment Form.</p> <p>The pre-employment checks will also be initiated at this point</p>	<p>Via email/post</p> <p> Conditional offer letter - External Appc</p> <p> Conditional offer letter - Internal Appo</p>	Within 2 days of receipt of notification of appointment form
6. Pre Employment Checks	Recruitment Team	Pre-employment checks to comply with the NHS Check Standards include:		

	<ul style="list-style-type: none"> <li>• Identity and Right to work (if not checked by the recruiting manager at interview)</li> </ul>		
	<ul style="list-style-type: none"> <li>• Occupational Health Check</li> <li>• References x2 (external candidate) x1 (internal candidate)</li> </ul> <p>The Recruitment Team will request and follow up all references. Once a reference is received this will be sent to the Recruiting Manager who will be asked to confirm that this is acceptable. Detailed across are our timescales for chasing references.</p> <ul style="list-style-type: none"> <li>• Stage one reference request.(Initial request)</li> <li>• Stage two reference request.</li> <li>• Stage three reference request.</li> <li>• Stage four reference request (Contact candidate &amp; ask them to chase referees advise no offer of employment without)</li> <li>• Qualification and Registration checks (where applicable)</li> <li>• Criminal Record Check with the Disclosure and Barring Service (DBS) where applicable</li> </ul>	<p>Via email/phone</p> <p>Via email/phone</p>	

	Recruiting Manager	Appointments will not be confirmed, and start dates must not be agreed until all the above checks have been completed. The recruiting manager will receive a copy of the Occupational Health Check and must discuss with the candidate any reasonable adjustments which may need to be made.		
	Recruitment Team	Once all checks have been completed, the recruitment team will inform the recruiting manager, who is responsible for agreeing a start date with the individual and informing the recruitment team of this.  The recruitment team will then issue the final offer letter, including, where possible the employment start date.  Once the employment start date has been arranged the recruiting manager must arrange for the new starter form to be completed and returned to the Northumbria payroll department.	 Final offer letter - External Appointment   Final offer letter - Internal Appointment	
		The employee will then be added to the payroll system by Northumbria payroll department.  Please note all employees will be paid monthly in arrears by bank transfer on the 28 <sup>th</sup> of the month, or nearest previous working day.		
<b>7. Contract</b>	Recruitment Team	Contracts of employment will be issued to employee	Via post	Within 8 weeks from start date

Appendix 2

<b>INTEGRATED IMPACT ASSESSMENT</b>		
<b>Policy/project/function/service</b>	Recruitment & Selection Policy	
<b>Date of analysis:</b>	06 <sup>th</sup> August 2019	
<b>Type of analysis completed</b>	<b>Quality</b>	
	<b>Equality</b>	X
	<b>Sustainability</b>	
<b>What are the aims and intended effects of this policy/project or function?</b>	<p>This Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently. The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates, including those with criminal records, and disabilities as we select all candidates for interview based on their skills, qualifications and experience. This policy should be read in conjunction with the NHS terms and conditions of service handbook.</p>	
<b>Please list any other policies that are related to or referred to as part of this analysis</b>	<ul style="list-style-type: none"> <li>• Starting Salaries Policy</li> <li>• Temporary Promotion Policy</li> <li>• Secondment Policy</li> <li>• Redeployment Policy</li> <li>• Travel and Expenses Policy</li> <li>• Relocation Policy</li> <li>• Disciplinary Policy</li> </ul>	
<b>Who does the policy, project, function or service affect?</b>	<b>Employees</b>	X
	<b>Service users</b>	
	<b>Members of the public</b>	X
	<b>Other (please list)</b>	X (Lay members, students, volunteers)

QUALITY IMPACT							
	Please 'X' ONE for each			Brief description of potential impact	Mitigation strategy and monitoring arrangements	Risk 5 x 5 risk matrix)	
	Chance of Impact on Indicator					Likelihood	Consequence
	Positive Impact	No Impact	Negative Impact				
	X	X	X				
<b>PATIENT SAFETY</b>							
Patient safety /adverse events							
Mortality position							
Infection control MRSA/CDIFF							
CQC status							
NHSLA / CNST							
Mandatory/statutory training							
Workforce (vacancy turnover absence)							
Safe environment							
Standard & suitability of equipment							
<b>CLINICAL EFFECTIVENESS</b>							
NICE Guidance and National Quality Standards, eg VTE, Stroke, Dementia							
Patient related outcome measures							
External accreditation e.g. professional bodies ie RCN							

CQUIN achievement							
<b>PATIENT EXPERIENCE</b>							
Will there be an impact on patient experience if so how							
Will it impact on carers if so how							
<b>INEQUALITIES OF CARE</b>							
Will it create / reduce variation in care provision?							
<b>STAFF EXPERIENCE</b>							
What is the impact on workforce capability care and skills?							
Will there be a change in working practice, if so, how?							
Will there be an impact on training							
<b>TARGETS / PERFORMANCE</b>							
Will it have an impact on performance, if so, how?							
Could it impact on the achievement of local, regional, national targets, if so, how?							

EQUALITY IMPACT						
Analysis Rating (see completion notes)	Red		Red/Amber	✓	Amber	Green
Approved by:	Commissioner Lead:				GP lead for E&D:	
	Date				Date	
Local Profile Data						
General	NA					
Gender (Men and Women)	Female = 73.6% Male = 26.4%					
Race (All Racial Groups)	White British = 79.17% Asian or Asian British – Indian =2.78% Asian or Asian British – Bangladesh =1.39% Asian or Asian British – Any other Asian background = 1.39% Unspecified = 13.89% Not stated = 1.39%					
Disability (Mental and Physical, Sensory Impairment, Autism, Mental Health Issues)	No=15.3 Not Declared=1.4 Unspecified=83.3					
Religion or Belief	Christianity = 11.11 Not disclosed = 4.17 Unspecified =84.72					

Sexual Orientation (Heterosexual, Homosexual and Bisexual)	<p>Heterosexual or straight = 8.33 Not Disclosed = 4.17 Unspecified = 87.50</p>
Pregnancy and Maternity	This information is not currently available
Transgender	This information is not currently available
Marital Status	<p>Civil Partnership = 1.35% Divorced = 9.46% Married = 56.76% Single = 24.32% Unspecified = 8.11%</p>
Age	<p>21-25 = 1.39% 26-30 = 5.56% 31-35 = 8.33 36-40 = 16.67 41-45 = 8.33 46-50 = 12.50 51-55 = 16.67 56-60 = 25.00 61-65 = 2.78 66-70 = 1.39</p>
<b>Equality Data</b>	

Is any equality data available relating to the use or implementation of this policy, project or function?	Yes			
List any consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function.	<p>Consultation has taken place locally and internally through:</p> <p>Noth Lincolnshire CCG Senior Leadership Team North Lincolnshire CCG Employee Policy Group Social Partnership Forum</p>			
Promoting inclusivity; How does the project, service or function contribute to our aims of eliminating discrimination and promoting equality and diversity?	The CCG is a <b>Disability Confident Employer</b> which enables them to recruit and retain disabled people and people with health conditions for their skills and talent.			
<b>Equality Impact Risk Assessment test</b>				
What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i> ?				
Protected Characteristic:	No Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable justification where a <i>Genuine Determining Reason</i> exists

Gender (Men and Women)			X	<p>There is data available that supports the fact that female workers are often carers for children or relatives and may have had career breaks for having families. Female workers experience limitations on their ability to apply for, or be offered promotion due to family / caring commitments.</p> <p>However, whilst the recruitment process is gender blind there are measures the CCG can consider to encourage applications and facilitate a potential positive impact.</p>
Race (All Racial Groups)	X			<p>The CCG acknowledge that those employees and potential employees whose first language is not English may cause a disadvantage when going through a recruitment process e.g. assessment centre or psychometric testing. The CCG would support these individuals by ensuring relevant support is available to eliminate this disadvantage.</p>
Disability (Mental and Physical, Sensory Impairment, Autism, Mental Health Issues)		X		<p><b>As a Disability Confident employer, the CCG is committed to inclusive and accessible recruitment.</b> In addition some employees may be reluctant to declare a disability which would affect the workforce profile or may define themselves differently within the ONS survey definition. However the CCG is working positively to encourage applications from disabled people</p> <p>Positive Actions:</p> <ul style="list-style-type: none"> <li>• The CCG operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview.</li> <li>• The policy is explicit that reasonable adjustments will be made where necessary.</li> </ul>

Religion or Belief	X			The CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010);
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	X			The CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010);
Pregnancy and Maternity			X	The CCG have agreed to demonstrate its commitment to promoting equality & valuing diversity by “ensuring legislative requirements are met and best practice is implemented in all its service delivery and employee policies and procedures ” this will have a positive impact on this protected characteristic.
Transgender			X	The CCG have agreed to demonstrate its commitment to promoting equality & valuing diversity by “ensuring legislative requirements are met and best practice is implemented in all its service delivery and employee policies and procedures ” this will have a positive impact on this protected characteristic.
Marital Status	X			This has been considered and has a neutral impact.
Age			X	The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory)

**Action Planning**

As a result of performing this Equality Impact Analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by The Equality Act 2010?

Identified Risk:	Recommended Action:	Responsible Lead	Completion Date	Review Date
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<p>Analysis of data indicates that more women than men are employed in the NL CCG (almost 73% are female) but only 27% are male. The policy does not create a negative impact but can be used to support a potential positive impact.</p> <p>The CCG Needs to assure itself that all efforts are made to support women with caring responsibilities for children or relatives have the support to be able to acquire the skills and apply for senior positions within the CCG.</p>	<ul style="list-style-type: none"> <li>• Raising awareness of vacancies within the local community;</li> <li>• Ensure male applicants are supported in applications to vacancies on lower bands</li> <li>• Encourage and mentor female staff to support movement to vacancies in higher bands</li> <li>• Effective monitoring of recruitment.</li> <li>• Work with trade union representatives to share information and advice.</li> </ul> <p>Opportunities needed to gain experience and skills must be available within the agreed working hours of staff.</p> <p>All staff should have access to complete the Equality &amp; Diversity Statutory Mandatory Training for the CCG.</p>	<p>CCG E&amp;D Lead</p>	<p>Ongoing</p>	<p>Annually</p>
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<p>It is good employment and equality and diversity practice to attempt to record disability information.</p> <p>Currently 83.8% of the staff in the NL CCG are recorded as not declared/undefined.</p>	<p>CCG staff have been provided with access to the new ESR portal, where they can update their own diversity data. Guidance on how to complete this has also been provided to staff.</p>	<p>CCG E&amp;D Lead</p>	<p>Ongoing</p>	<p>Annually</p>
<p>It is recommended that the CCG improve recruitment methods to increase the profile within the local community from a wider pool of potential applicants. This in turn may also have a positive impact against the gender pay gap</p>	<p>Further opportunities should be identified to advertise vacancies for the CCG in the local community.</p> <p>The CCG has now signed up to be a <b>disability confident employer</b>, which will help to widen their pool of applicants.</p>	<p>CCG E&amp;D Lead</p>	<p>Ongoing</p>	<p>Annually</p>

## SUSTAINABILITY IMPACT

Staff preparing a Policy / Board Report / Committee Report / Service Plan / Project are required to complete a Sustainability Impact Assessment. Sustainability is one of the Trust's key Strategies and the Trust has made a corporate commitment to address the environmental effects of activities across Trust services. The purpose of this Sustainability Impact Assessment is to record any positive or negative impacts that this activity is likely to have on each of the Trust's Sustainability Themes.

	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Reduce Carbon Emission from buildings by 12.5% by 2010-11 then 30% by 2020				
New builds and refurbishments over £2million (capital costs) comply with BREEAM Healthcare requirements.				
Reduce the risk of pollution and avoid any breaches in legislation.				
Goods and services are procured more sustainability.				
Reduce carbon emissions from road vehicles.				
Reduce water consumption by 25% by 2020.				
Ensure legal compliance with waste legislation.				
Reduce the amount of waste produced by 5% by 2010 and by 25% by 2020				
Increase the amount of waste being recycled to 40%.				

Sustainability training and communications for employees.				
Partnership working with local groups and organisations to support sustainable development.				
Financial aspects of sustainable development are considered in line with policy requirements and commitments.				