

# Recruitment and Selection Policy & Procedure

<b>Author</b>	<b>Tim Widdowson – HR Business Partner</b>
<b>Version</b>	<b>1.1</b>
<b>Version Date</b>	<b>21 November 2017</b>
<b>Implementation/Approval Date</b>	<b>21 November 2017</b>
<b>Review Date</b>	November 2020
<b>Review Body</b>	CCG Management Team
<b>Policy Reference Number</b>	

Version	Author	Date	Reason for review

## Contents

1.0	Introduction .....	4
2.0	Scope.....	4
3.0	Equality and Diversity.....	4
4.0	Responsibilities .....	5
4.1	Responsibilities of the CCG .....	5
4.2	Responsibilities of Managers .....	5
4.3	Responsibilities of Human Resources .....	5
5.0	The Recruitment and Selection Procedure .....	5
5.1	Identifying a Vacancy .....	5
5.2	Job Description and Person Specifications .....	6
5.3	Agenda for Change Job Matching and Evaluation .....	7
5.4	Advertising a Vacancy .....	7
5.5	Application .....	7
5.6	Shortlisting & Interview Panels.....	8
5.7	Shortlisting Process.....	8
5.8	Interview Process.....	8
5.9	Notification of Outcome .....	9
5.10	Feedback .....	10
5.11	Conditional Offers of Employment and Pre-employment Checks.....	10
5.12	Verification of Identity .....	10
5.13	Right to Live and Work in the UK.....	10
5.14	Professional Registration and Qualifications .....	11
5.15	Employment History and References .....	11
5.16	Disclosure and Barring Service (DBS, Criminal Record Check).....	12
5.17	Occupational Health .....	12
5.18	Starting Salary .....	12
5.19	Unsatisfactory Pre-Employment Checks.....	14
5.20	False Declarations .....	14
5.21	Commencement.....	15
6.0	Recruitment Documentation - Data Protection and Information Governance .....	15
7.0	Rehabilitation of Offenders.....	15
8.0	Other Guidance.....	16
8.1	Secondary employment .....	16

9.0	Secondments and Acting Arrangements .....	16
9.1	Secondments.....	16
9.2	Acting-up.....	16
10.0	Contract of Employment.....	17
11.0	Induction.....	17
	Appendix 1: Recruitment process flow chart.....	18
	Appendix 2: Equality Impact Assessment & Equality Delivery Scheme Checklist .....	18

## **1.0 Introduction**

NHS Lewisham Clinical Commissioning Group, hereafter referred to as the CCG, carries out a range of functions that are guided by statutory duty and legislative requirements. These functions are delivered within a framework of policy, procedure and practice to ensure compliance with these requirements.

The CCG recognises that these functions could not be delivered without the successful recruitment and selection of people with the necessary skills, knowledge, experience and qualifications. As an employer, the CCG is committed to ensuring that a fair, systematic and objective approach to recruitment and selection is adopted.

It is advised that this policy is read in conjunction with the following CCG policies and procedures and national NHS Guidelines:

- Disclosure and Barring (DBS) Policy and Procedure
- NHS Employment Check Standards
- NHS Terms and Conditions of Service Handbook

## **2.0 Scope**

This policy applies to all staff employed by the CCG undertaking recruitment and selection procedures for all positions, including where the appointment may be for a fixed term or secondment as well as substantive positions. This is to ensure that there is a fair and consistent approach adopted throughout the organisation.

This policy does not apply to the recruitment and selection of independent contractors (consultancy) and agency staff, with the exception of those provisions outlined in the Agency Workers Regulations (2010). The CCG must ensure that recruitment and selection procedures are applied consistently for agency staff through the Government Procurement Service (GPS) Framework.

## **3.0 Equality and Diversity**

The CCG seeks to develop positive practice to promote opportunity in employment by attracting and appointing the most suitable candidate for each of its vacancies.

In applying this policy, 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 protected characteristics as outlined in 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.

Promoting diversity embodies the principles of fair treatment for all and will as a result improve recruitment and retention. The CCG values the diversity of its workforce and aims to ensure that all staff understand this commitment and adhere to the standards.

## **4.0 Responsibilities**

### **4.1 Responsibilities of the CCG**

The responsibility for the monitoring and provision of this policy initially rests with the Chief Officer and management team of the CCG.

### **4.2 Responsibilities of Managers**

Ensuring the recruitment and selection they carry out is fair, equitable and apply the recruitment and selection policy and procedure.

Ensure that good communication is in place with HR recruitment team which will include providing all relevant information requested and completion and return of interview outcome paperwork in a timely manner to avoid delays in the process.

It is essential for all recruiting managers to attend relevant training and updates to ensure that they understand the recruitment process and to have the necessary skills and knowledge to fulfil their role. Managers are responsible for ensuring they follow the provisions of the Equality Act 2010 throughout the recruitment and selection process.

### **4.3 Responsibilities of Human Resources**

The HR Business Partner and recruitment team are responsible for providing advice, guidance and support to recruiting managers during both the recruitment and selection procedures. This will include job matching/evaluation, liaising with NHS jobs to upload vacancies, providing details of shortlisting, providing candidate information, scoring sheets and undertake relevant checks.

## **5.0 The Recruitment and Selection Procedure**

### **5.1 Identifying a Vacancy**

Vacancies arise for many different reasons, these can include (but are not limited to) leavers, retirement, creation of a new post due to increased demand/workload or additional funding and dismissal.

Once a vacancy has been identified the first step will be a review of the post to consider:

- The purpose of the job
- Key result area for the job
- Competencies required of the job

Before deciding to fill a vacancy and progressing to the next stage of the recruitment process, there are a number of questions which should be considered:

- Can the work itself be eliminated
- Can the work be absorbed by re-organising other roles
- Is it the same job that was done previously
- Will the job be permanent or temporary
- Could the vacancy be a development opportunity and be covered with a temporary secondment

## **5.2 Job Description and Person Specifications**

The job description and person specification are used to determine the grade of the post.

The job description describes the main tasks and responsibilities of the role and must include the job title, role summary and main duties of the role. The job description ensures that managers are clear about the job content and that applicants understand the duties and content of the role.

The person specification provides details of the qualifications, skills and experience, personal qualities and knowledge required to fulfil the duties identified in the job description. The criteria used should be competency based and 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). Consideration should be given to whether reasonable adjustments can be made to accommodate a disabled applicant.

The person specification is a key part of the recruitment process and is used to compile the job advertisement, defines the criteria for shortlisting and assists with structuring the interview questions.

An evaluated JD and Person specification is required before the post can be loaded on to NHS jobs.

### **5.3 Agenda for Change Job Matching and Evaluation**

All CCG posts must be job evaluated prior to advertising. A job matching panel will assign the correct pay band in accordance with the NHS Job Evaluation Handbook and the NHS Terms and Conditions of Service which applies to all posts within the organisation with the exception of posts on Medical and Dental Terms and Conditions and posts on the Governing Body which sit outside Agenda for Change (e.g Lay Member, Chief Officer).

### **5.4 Advertising a Vacancy**

The advert must give a brief summary of the job and should include its location, band and salary as well as essential qualifications and experience to encourage suitable applicants to apply and to allow unsuitable applicants to self-select out of the process. It should also include key application information such as closing dates, links and references for the NHS Jobs Website if applicable.

Managers should think about the language used in the advert so that it is clear, free of jargon and supports the CCG's aim to attract a diverse and representative workforce.

In the first instance, the CCG uses the NHS Jobs Website to advertise, its vacancies. Each position is listed with a unique job reference, closing date and key details relating to the vacancy for candidates to view.

In exceptional circumstances posts may be advertised as internal only. Internal vacancies will only be made available to staff who are directly employed by the CCG. Decisions regarding whether a post is to be advertised as internal only will be made by the recruiting manager and director in conjunction with the Human Resources Business Partner.

Where external advertising other than NHS Jobs is appropriate, the recruiting manager should establish the most cost effective method of advertising, e.g. newspaper, professional journal, etc. in conjunction with the Human Resources Business Partner.

Where an advert is placed in an external publication it will also be advertised concurrently on NHS Jobs and applications made online as this allows all applications to be made in a consistent and equitable manner.

### **5.5 Application**

All applicants are required to apply online and applications must be submitted via the NHS Jobs website. CVs cannot be accepted as applications or as additional

information to application forms in order to ensure applicants are considered on an equal basis.

Applications received after the closing date will not be able to be accepted to ensure a fair and consistent application opportunity for all applicants. Reasonable adjustments under the Equality Act (2010) will be considered upon request.

## **5.6 Shortlisting & Interview Panels**

The panel for shortlisting and interview should consist of at least two people, ideally three, one being the line manager for the post. Consideration should be given to inviting someone from another team or a partner organisation to participate in the interview. In line with best practice and wherever possible the interview panel should represent a diverse range of backgrounds thereby providing the opportunity for the organisation to portray that diversity is honoured and valued. If interviews are to take place over a number of days the interview panel should remain consistent.

## **5.7 Shortlisting Process**

The criteria used by the selection panel must be the essential criteria of the person specification. The criteria stated in the person specification must be used consistently in the determination of shortlisted applicants. For instance, where applicants have the same score it is not possible to invite some but not all to interview.

There may be circumstances where the manager considers the applicant to be borderline in terms of meeting the criteria e.g. their qualifications/knowledge/experience has mainly been gained overseas. The manager should use their judgement to determine if the applicant adequately satisfies the criteria and invite them for interview.

Applicants who identify themselves as wanting to be considered under the 'Positive About Disabled People – Two Ticks' guaranteed interview scheme must be offered an interview if they meet the essential shortlisting criteria of the post.

## **5.8 Interview Process**

All shortlisted applicants will be contacted via NHS Jobs to attend an interview and will be advised about the appropriate documentation to bring along to the interview. The invitation will ask disabled candidates to inform the CCG of any adjustments that may need to be made to attend the interview.

The interview panel must appoint a chair person who is trained in recruitment practice who, will be responsible for making a final decision where the panel is unable to make

a unanimous decision. Where the panel has only two members who are unable to reach a unanimous decision advice should be sought from the Human Resources Business Partner before the chair person makes the final decision.

The interview panel should meet prior to the interview to plan the sequence of interview questions and the structure of the interview and/or selection processes. Advice should be sought from the HR Business Partner before using assessment tests or activities to ensure they are fair and do not allow for bias.

All candidates must be asked the same questions. It is fair to ask additional or probing questions to encourage the interviewee to provide their best response, but the panel must be consistent in this approach. The CCG Conflicts of Interest Policy requires that applicants are asked to declare any relevant interests.

If the interviewee has suggested they may need reasonable adjustments to undertake the role, what this means in practice must be explored at interview.

Questions that could be construed as discriminatory must not be asked.

All candidates should be informed at the end of the interview when a decision is likely to be made and how this will be communicated to them.

Within reason, only once all shortlisted candidates have been interviewed can a final decision to appoint be made. If a candidate is unavailable for interview and it is going to cause undue delay to the appointment, it may be possible to exclude them but the manager must discuss the reasons with the HR Business Partner before notifying the applicant. In the circumstances where the manager is unable to appoint then the candidate may then be invited for interview.

A structured scoring mechanism should be used consistently for all candidates and interview notes should be recorded on the interview scoring form and retained following the interview of each candidate. Subjective opinions or feelings about applicants must not form part of the decision making process.

The CCG, unless expressly outlined prior to attendance, will not reimburse any expenses incurred by candidates in relation to attending an interview and/or other selection processes. This is with the exception of existing “at risk” employees who attend an interview to seek suitable alternative employment.

## **5.9 Notification of Outcome**

Following the selection process, the recruiting manager must contact all applicants to advise them on the outcome of the post and, where applicable, make a conditional

verbal offer of employment to the successful candidate subject to pre-employment checks in line with NHS Employment Check Standards.

### **5.10 Feedback**

Verbal feedback should be made available to all applicants at all stages of the recruitment process. Feedback would normally be provided by one of the shortlisting panel (at the shortlisting stage) and one of the interview panel (at the interview stage).

### **5.11 Conditional Offers of Employment and Pre-employment Checks**

All pre-employment checks will be undertaken in accordance with NHS Employment Check standards and commencement of employment cannot be undertaken by any individual with the CCG until the appropriate checks have been fully completed satisfactorily.

### **5.12 Verification of Identity**

The purpose of undertaking identity checks is to minimise the risk of employing or engaging a person in any activity within the organisation who is an illegal worker, or a person that is impersonating another. Verifying someone's identity is the most fundamental of all employment checks. It should be the first check performed, as any other checks will be invalid if the person's identity cannot be proven. This check should be conducted at the interview stage by a member of the interview panel and should be recorded and signed for on the Identity Check form.

Commencement of employment cannot be undertaken by any individual with the CCG until their identity has been verified in line with the standards set out by NHS Employment Checks Verification of identity guidance.

### **5.13 Right to Live and Work in the UK**

The Immigration, Asylum and Nationality Act 2006 (amended 2008) makes it a criminal offence for employers who knowingly employ illegal migrant workers and reinforces the continuing responsibility on employers of migrant workers to check their ongoing entitlement to work in the UK.

The CCG risks breaking the law if they do not check the entitlement to work in the UK for all prospective employees, before they start employment. No assumption should be made about a person's right to work or immigration status on the basis of their colour, race, nationality, ethnic or national origins, or the length of time they have been in the UK. Failure to check could result in a civil penalty of up to £10,000 per

illegal worker. For staff in ongoing employment, the checks that should have been undertaken before amendments made to the Immigration, Asylum and Nationality Act on 29 February 2008 will depend on when the employee was recruited.

Commencement of employment cannot be undertaken by any individual with the CCG until their right to live and work in the UK has been verified in line with the standards set out by NHS Employment Checks Verification of Right to Live and Work in the UK guidance.

#### **5.14 Professional Registration and Qualifications**

The purpose of registration and qualification checks is to ensure that a prospective employee is recognised by the appropriate regulatory body and that they have the right qualifications to do the job.

The CCG will make it clear to prospective employees that appointment to any position is conditional on satisfactory registration and qualification checks, and that any information disclosed on the application form will be checked.

Prospective employees will also be informed that any offer of appointment may be withdrawn if they knowingly withhold information, or provide false or misleading information, and that employment may be terminated should any subsequent information come to light once they have been appointed.

Commencement of employment cannot be undertaken by any individual with the CCG until their professional registration (where applicable) and qualifications have been verified in line with the standards set out by NHS Employment Check Verification of Professional Registration and Qualifications guidance.

The qualifications/professional registration checked should be that as outlined in the person specification for the role.

#### **5.15 Employment History and References**

The primary purpose of an employment history and reference check is to obtain information about an applicant's employment and/or training history in order to ascertain whether or not they are suitable for a particular position.

The CCG has a duty of care to ensure that all reasonable checks are undertaken to identify any reason that, if known, would result in an individual not being employed or appointed to undertake any activity on its behalf. References covering a minimum of 3 years must be sought prior to commencement.

Commencement of employment cannot be undertaken by any individual with the CCG until their references have been verified in line with the standards set out by NHS Employment Checks Reference guidance.

Where 3 years employment references cannot be obtained (e.g. students, young people, individuals returning to work, overseas applicants, unpaid caring responsibilities) then alternative references may be obtained (e.g. college tutor, recognised professional, community member in a position of good stature, etc.) in such circumstances please seek the advice of Human Resources.

#### **5.16 Disclosure and Barring Service (DBS, Criminal Record Check)**

Criminal record and barring checks are designed to help prevent unsuitable people from entering the NHS workforce and gaining access to vulnerable groups. Safeguarding is of paramount importance to the CCG and therefore successful applicants for posts which have been assessed as requiring a DBS check in line with the DBS guidelines must have a valid DBS check in place prior to commencing.

It is illegal to mandatorily DBS check all posts and therefore posts must be assessed on a post-by-post basis in order to ascertain whether a DBS check is appropriate. The Disclosure and Barring Service Policy provides further information and guidance on assessing eligibility of a check.

Where a post is deemed as requiring a DBS check commencement of employment should not be undertaken by any individual with the CCG until their DBS has been completed in line with the standards set out by NHS Employment Checks Criminal Record Checks guidance. Commencement of restricted duties pending a DBS check may be allowed subject to a risk assessment being completed. In all instances this should be discussed with Human Resources.

#### **5.17 Occupational Health**

Occupational Health checks are important to ascertain whether an individual is able, on health grounds, to carry out a role to which they are being recruited to. Occupational Health Checks also support the CCG to make reasonable adjustments, where appropriate, for an individual in line with the Equality Act (2010). Commencement of employment cannot be undertaken by any individual with the CCG until the check has been completed in line with the standards set out by NHS Employment Checks Health Checks (Occupational Health) guidance.

#### **5.18 Starting Salary**

The following guidelines should be adhered to when offering salaries to successful candidates to ensure equity, fairness and transparency when proposing salaries for prospective employees:

▪ **Staff transferring from one post to another in the same Pay Band** (e.g. Band 5 to Band 5) within the NHS will enter the Band at the same point that they were previously and retain their incremental date - subject to receipt and verification of a current NHS Payslip.

▪ **Staff promoted within the NHS (e.g. Band 5 to Band 6)** will be paid in line with NHS Terms and Conditions of Employment Paragraph 6.29 'Pay on Promotion'. The terms and conditions state:

*'Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay.'*

Therefore all promoted staff will enter the new pay band at the minimum of the pay band or the first point of the new pay band that gives them an increase in salary. In both cases the individual's incremental date will be reset to the effective date of the promotion.

Starting salaries for staff employed under other terms and conditions of employment (e.g. Governing Body, Medical and Dental) will be considered using the appropriate terms and conditions/salary scales in place at that time.

▪ **Staff who take up a post in a lower pay band than their current pay band** will enter the band on their existing salary point and will retain their incremental date. If their existing pay point is higher than the maximum of the new lower pay band, then they will transfer to the maximum of pay point on the new lower pay band. Protection will not apply except in cases of redeployment – please speak to a member of the Human Resources team in this instance.

Any break in NHS employment of less than 12 months should be disregarded, and the incremental date should be deferred by the length of the break. Any agreed career break, extended maternity leave or agreed break under an Employment Break Scheme should not be considered a break in NHS service. After a break of more than 12 months in NHS service for any other reason, staff should be treated as if they are joining from outside the NHS (see below).

Any long-term national Recruitment and Retention Premium payable in the NHS post from which a new member of staff transfers will not be taken into account in the determination of starting salary. Any short-term or local Recruitment and Retention Premium will also not apply.

▪ **New staff appointed from outside the NHS** will normally commence on the minimum point of the pay band. However, relevant experience at the same level of

responsibility as the new post may be taken into account in determining starting salary. For example, a new Personal Assistant appointed to a post on Band 4 could have experience at senior secretarial level (with similar duties and responsibilities) taken into account. Only whole years of relevant experience should be credited. In all cases where previous experience, skills and qualifications are credited, the relevancy to the new post should be considered on the basis of:

- whether they were obtained in the same field of work;
- whether they were obtained at a comparable or higher level than the new job;
- in cases where they were obtained some years in the past, whether the member of staff has retained the previous level of expertise;
- the number of completed years of previous experience (to ensure consistency with the principle for incremental progression for existing NHS staff); and
- potential impact on individuals within the wider organisation.

Please note that a copy of the current payslip should be utilised when determining the salary for a successful candidate and a salary should not be agreed until the payslip has been viewed and verified.

In all cases advice should be sought from the Human Resources Business Partner prior to confirming a salary above the minimum of the pay band.

### **5.19 Unsatisfactory Pre-Employment Checks**

All offers of employment are conditional on a number of pre-employment checks. Should one of these checks be considered unsatisfactory the Human Resources team will support the recruiting manager in investigating the matter further. Ultimately if satisfactory pre-employment checks cannot be obtained then the offer of employment may be withdrawn by the recruiting manager.

If, after careful consideration, it is decided to withdraw the conditional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the conditional offer of employment rescinded in writing.

### **5.20 False Declarations**

The CCG considers a false declaration made by an applicant during any stage of the recruitment and selection process as gross misconduct. Gross misconduct is addressed through the CCG's Disciplinary Policy and Procedure and the CCG may also refer a false declaration to the Local Counter Fraud Service, registration body (such as NMC or GMC) or other body where appropriate.

## **5.21 Commencement**

Commencement of employment will only be confirmed once all pre-employment checks have been conducted and confirmed as satisfactory.

Once a start date has been agreed with the prospective employee by the recruiting manager a final offer letter and contract of employment will be issued to outline the relevant terms and conditions of employment.

## **6.0 Recruitment Documentation - Data Protection and Information Governance**

Information relating to the recruitment and selection of individuals will be retained in line with the Data Protection Act (1998) and NHS Information Governance Guidelines.

Recruitment and Selection information for successful candidates will be retained on the personal file for the duration of their employment. Recruitment and selection information for unsuccessful candidates will be retained for a period of 12 months before being destroyed.

## **7.0 Rehabilitation of Offenders**

The CCG undertakes to treat all applicants for positions fairly and not to discriminate on the basis of a conviction or other information revealed. The CCG welcomes applications from a wide range of applicants, including those with criminal records and selects applicants for interview based on their skills, experience and qualifications.

The CCG will ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position could lead to withdrawal of an offer of employment.

Having a criminal record will not necessarily bar applicants from working within the CCG, however, this will depend on the nature of the position and the circumstances and background of the offence(s).

Where a Disclosure and Barring Service (DBS) check is required for a post the Disclosure and Barring Service (DBS) Policy and Procedure should be referred to for further information.

## **8.0 Other Guidance**

### **8.1 Secondary employment**

The CCG is not opposed to the principle of employees accepting other employment outside of normal working (and stand-by or on-call) hours. However, staff must seek approval from their manager before accepting such employment and ensure that it does not in any way hinder, compete or conflict with the interests of their employment with the CCG. Under the Working Time Directive, staff should not work more than 48 hours a week in total.

## **9.0 Secondments and Acting Arrangements**

### **9.1 Secondments**

The basis for a secondment is that an individual is appointed to a vacant post for a fixed period (usually 3 months to 1 year) to perform the duties of that post or to undertake a post which, due to the nature of the duties involved, may only be required for a fixed term.

Secondments can be made to a post of a higher grade, if there is a development opportunity, or to posts on the same salary scale. An individual undertaking duties or a post as a secondment will be paid a salary in accordance with the grade of the post, including any additional allowances payable for that post. On completing the secondment, an individual will return to their post and substantive salary, taking due account of any incremental or inflationary increases accrued during the secondment.

Secondments should normally be advertised internally as a secondment/ fixed term position and selection should be in accordance with the CCG's Recruitment & Selection Guidelines.

If it is not possible to attract a suitable candidate for secondment internally, the manager should consider advertising the post externally as a secondment or fixed-term appointment.

Any requests by staff for a secondment outside the department should be made to their manager in the first instance. The CCG would encourage secondment opportunities and such requests should not be unreasonably refused. However, managers need to balance the needs of their service with the development needs of the individual requesting the secondment.

### **9.2 Acting-up**

An acting-up appointment allows a member of staff to assume the full duties and responsibilities of a higher graded post for a temporary period.

Acting-up arrangements are normally made on a temporary basis (but for a fixed term period), e.g. to cover for maternity leave, long-term sick leave or for periods between permanent appointments. Acting-up arrangements should not normally be considered to cover periods of annual leave.

The Authorisation to Recruit Form must be completed by the manager and follow the normal recruitment authorisation process for new and extensions to acting-up appointments.

Managers may withdraw an acting-up arrangement prior to the end of the proposed period if necessary. However, terms should be made clear to the person acting-up, to avoid any misunderstanding of this being a more long term arrangement.

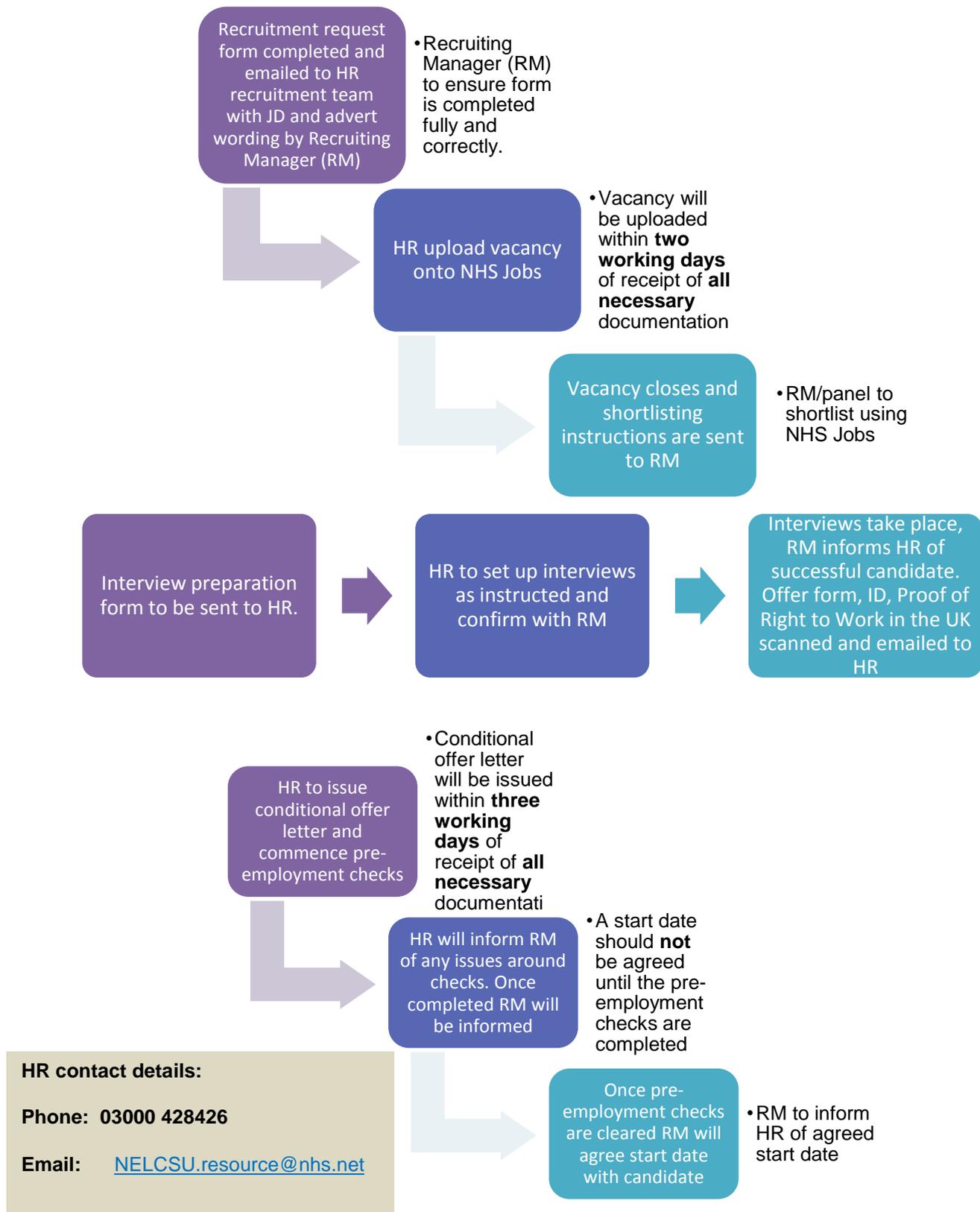
## **10.0 Contract of Employment**

A copy of the Main Terms and Conditions of Employment will be issued within eight (8) weeks of the employee commencing work; A copy is sent to the employee, electronically via email of which must be signed and returned to the HR recruitment team for the employees personnel file. If the employee is an existing member of staff then an amendment to the Terms and Conditions of Employment is issued within four (4) weeks of taking up the new post.

## **11.0 Induction**

Managers have a responsibility to ensure that newly appointed employees have an induction within the first week of their commencement. It is important that managers also spend time going through arrangements with new employees to ensure that they are clear about their individual's role, objectives and working relationships.

## Appendix 1: Recruitment process flow chart



An unconditional offer letter and contract will be issued by HR within six weeks of the start date

addressed either in the main body of the document or in a separate equality & equity impact

assessment (EEIA)/ equality analysis. It is not a substitute for an EEIA which is required unless it can be shown that a proposal has no capacity to influence equality. The checklist is to enable the policy lead and the relevant committee to see whether an EEIA is required and to give assurance that the proposals will be legal, fair and equitable.

The word proposal is a generic term for any policy, procedure or strategy that requires assessment.

	<b>Challenge questions</b>	<b>Yes/No</b>	<b>What positive or negative impact do you assess there may be?</b>
<b>1.</b>	Does the proposal affect one group more or less favourably than another on the basis of:		
	<input type="checkbox"/> Race	No	
	<input type="checkbox"/> Pregnancy and Maternity	No	
	<input type="checkbox"/> Sex	No	
	<input type="checkbox"/> Gender and Gender Re-Assignment	No	
	<input type="checkbox"/> Marriage or Civil Partnership	No	
	<input type="checkbox"/> Religion or belief	No	
	<input type="checkbox"/> Sexual orientation (including lesbian, gay bisexual and transgender people)	No	
	<input type="checkbox"/> Age	No	
	<input type="checkbox"/> Disability (including learning disabilities, physical disability, sensory impairment and mental health problems)	No	
<b>2.</b>	Will the proposal have an impact on lifestyle? (e.g. diet and nutrition, exercise, physical activity, substance use, risk taking behaviour, education and learning)	No	
<b>3.</b>	Will the proposal have an impact on social environment? (e.g. social status, employment (whether paid or not), social/family support, stress, income)	No	

4.	Will the proposal have an impact on physical environment? (e.g. living conditions, working conditions, pollution or climate change, accidental injury, public safety, transmission of infectious disease)	No	
5.	Will the proposal affect access to or experience of services? (e.g. Health Care, Transport, Social Services, Housing Services, Education)	No	