

RECRUITMENT AND SELECTION POLICY

June 2015

Authorship :	Yorkshire and Humber Commissioning Support on behalf of Harrogate and Rural District CCG
Committee Approved :	Joint Trade Union partnership in conjunction with HaRD CCG Senior Management Team
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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 and Date	Date on Intranet
1.1	Harrogate and Rural District Senior Management Team	New Policy	JTUPF 24 June 2015 and CCG Senior Management Team 27 April 2015	17 September 2015

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1 INTRODUCTION

The Harrogate and Rural District CCG (hereafter referred to as “the 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.

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 Y&HCS workforce team as appropriate.

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.

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.

Recruitment and selection is carried out in accordance with all relevant legislation and NHS Check Standards.

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.

Data is held and destroyed in line with the Data Protection Act 1998. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act.

2 ENGAGEMENT

The policy has been developed by the Yorkshire and Humber Commissioning Support (Y&HCS) Workforce team with expert advice from the Local Counter Fraud Specialist, and consultation with the CCG’s senior management team, employees and the Joint Trades Union Partnership Forum.

3 IMPACT ANALYSES

3.1 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 13. The CCG takes a positive approach to disability and operates a Guaranteed Interview Scheme to all disabled applicants who meet the essential job criteria.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 14.

3.3 Bribery Act 2010

The Bribery Act is particularly relevant to this policy. Under the Bribery Act 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.

These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG intranet) when considering whether to offer or accept gifts and hospitality and / or other incentives.

Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

4 SCOPE

This policy applies to all recruitment to vacant posts under Agenda for Change terms and conditions in the CCG.

5 POLICY PURPOSE AND AIMS

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.

The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates.

The CCG complies fully with the NHS Employment Check Standards 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 (see **Policy on Recruiting Ex-Offenders**).

In accordance with NHS Employment Check Standards the CCG will undertake document checks on every prospective employee and staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, secondments, Board 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 Guidelines** for further information).

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 Y&HCS Workforce Team.
- Arranging interview dates, and panel membership.
- Conducting interviews, and providing feedback to candidates.
- Providing details of successful candidates to the Y&HCS Workforce 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 Y&HCS Workforce 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

The CCG Senior Management Team is responsible for formal approval and monitoring compliance with this policy. Following ratification the policy will be disseminated to staff via the organisation's intranet.

Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCG's disciplinary procedure.

8 TRAINING AND AWARENESS

This Policy will be available to view on the CCG website. Training and support will be available to all line managers in the implementation and application of this policy.

9 MONITORING AND AUDIT

The implementation of this policy will be audited on an annual basis by the Workforce team and reported to the CCG Senior Management Team.

10 POLICY REVIEW

This policy will be reviewed every three years by the Workforce Team in conjunction with operational managers and trade union representatives. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance. Where review is necessary due to legislative change, this will happen immediately.

11 ASSOCIATED DOCUMENTATION

This Policy should be read in conjunction with the following policies :

- 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
- Equality and Diversity Policy

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 skill 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 reasons such 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 workforce manager and staff side prior to doing so.

4 Compiling a Job Description and Person Specification

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.

The job description must summarise the role and responsibilities of the post in a concise and accurate way.

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.

The job description should be prepared along with the person specification and evaluated in line with NHS Job Evaluation procedures.

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

All jobs will be placed on the NHS jobs website and all applicants are required to apply on-line

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.

Where a vacancy is to be advertised internally only, this will be done in line with local procedures.

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 (two for external candidates and one for internal candidates unless employed by the organisation for less than three years when two 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 workforce representative.

10 Making Reasonable Adjustments

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. Where it is agreed that reasonable adjustments need to be made this should be discussed with Occupational Health and the Workforce Manager.

In order to establish what adjustments are required, and whether these adjustments are reasonable, the recruiting manager must complete the CCG's disability pro forma with the candidate concerned.

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 three 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 Y&HCS Workforce Services Supervisor. Where the Workforce Services Supervisor is involved in the recruitment and selection process, concerns should be addressed to the Director of Human Resources and Organisation Development. Information on how to make a complaint will be included with job information packs.

14 Expenses

Agreement to pay candidates interview expenses must be approved by the recruiting manager prior to interview. Expenses for candidates attending interview will be paid by exception only and will not be routinely available. Circumstances where expenses may be paid to candidates attending interview may include situations where posts are particularly difficult to recruit to or where a candidate incurs reasonable expenses through fault of the CCG. In this event, the reimbursement of expenses must be approved by the Head of Finance and Contracting. 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 the usual CCG payment method, never by cash. Reimbursement of expenses shall not be made to employees who withdraw their application or refuse an offer of appointment.

This policy will be made available to candidates prior to interview therefore providing access to information relating to the CCG's position on expenses incurred attending interview.

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

APPENDICES

- Appendix 1 Recruiting Manager Guidelines
- Appendix 2 Job Description Template
- Appendix 3 Advertisement Template
- Appendix 4 Recruitment Section Shortlisting / Interview Form
- Appendix 5 Interview Schedule
- Appendix 6 Interview Score Sheet
- Appendix 7 Interview Information
- Appendix 8 Notification of Appointment Form
- Appendix 9 Occupational Health Form
- Appendix 10 Reference Request Form
- Appendix 11 Conditional Offer Letter
- Appendix 12 Final Offer Letter
- Appendix 13 Equality Impact Analysis
- Appendix 14 Sustainability Impact Assessment

RECRUITING MANAGER GUIDELINES

Recruiting Manager Guidelines				
RECRUITMENT TASK/STAGE	REQUIRED INPUTS FOR TASK	TASK DESCRIPTION	TOOLS REQUIRED TO ACHIEVE TASK	TIMESCALE TO COMPLETE EACH STEP
	List responsibility for each task		Fill in as needed to explain use of a specific tool i.e. NHS Jobs Recruiting/Vacancy Manager access	

1. Advert required	Recruiting Manager	<p>To advertise a Post, you will need to provide the Recruitment Team with the following information:</p> <ul style="list-style-type: none"> • Job description & 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) • Advert (please complete advert template/recruitment approval form with information relevant to the post) • Authorisation to recruit is required from Head of Service/CCG Lead, where applicable. • Shortlisting date (Ideally within 5 days of closing date). • Interview date, if feasible. (Ideally within 2 weeks of shortlisting). This will be included in the advert to promote efficiency and give improved information. • Desired amount of applicants 		
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	Recruitment Team	<p>required, in case of high volume of applicants.</p> <ul style="list-style-type: none"> • Indication if DBS check is required for this post. <p>This information should be sent to the Recruitment Mailbox YHCSrecruitment@nhs.net and members of 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 email	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 advertisement period
2. Shortlist	Recruitment Team	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.	Via email	By 5pm the day after closing.
	Recruiting Manager	All Shortlisting must be completed online and instructions on how to do this will be provided within the content of the email. *You must provide reasons for not shortlisting candidates*		
	Recruiting Manager	The email from the recruitment team will also contain an interview schedule form.		
	Recruiting Manager	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.		
	Recruiting Manager	Note: The CCG takes a positive approach to disability and operates a Guaranteed Interview Scheme to	Via email	

	Recruiting Manager	<p>all disabled applicants who meet the job criteria.</p> <p>Once shortlisting has been complete please return the interview schedule form to the recruitment team at YHCSrecruitment@nhs.net</p> <p>When completing the interview schedule form please include details of the interview panel, venue, and times and length of each interview.</p> <p>If you wish the candidates to give a presentation, please provide details of the presentation on the interview scheduled form along with a contact email address for these to be returned to prior to interview. Please ensure that you allow candidates time to prepare this when confirming interview dates</p>		
3. Pre-interview	Recruitment Team	<p>Upon receipt of the interview schedule form and shortlisted candidates reference numbers (via NHS Jobs) the recruitment team will contact all candidates by phone to confirm interview date, venue and time and ask if any adjustments required to access 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>Via phone</p> <p>Via email</p> <p>Via phone/email</p>	Day of receipt
	Recruitment Team	<p>The interview pack will be emailed to the panel members to print off and copy as required for your needs.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Interview Score Sheet 	Via email/post	2-3 days before interview date.

	Recruiting Manager	<ul style="list-style-type: none"> • Notification of appointment form • Occupational Health Form • Job Description • Interview Checklist <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. 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>		
	Recruitment Team	The recruitment team will contact all candidates who were not successfully shortlisted.	Via NHS jobs	Day prior to interview.
4. Interview	Recruiting Manager	Interviews take place Note: consider any required adjustments		
5. Post Interview	Recruiting Manager	Following interview, please complete the Notification of Appointment Form and return to the recruitment team via YHCSrecruitment@nhs.net	Via email	

	Recruiting Manager	Please notify all unsuccessful candidates following interview.	Via phone	As soon as possible following interview
	Recruiting Manager	If you wish to hold any candidates on reserve (see paragraph 13.18 of the policy) please clearly indicate this to the recruitment team	Via email/post	
	Recruitment Team	Please return all interview paperwork (ie: 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.	Via email/post	
	Recruitment Team	The conditional offer letter to the successful candidate will be sent within 2 days of receipt of the Notification of Appointment Form. The pre-employment checks will also be initiated at this point.	Via email/post	Within 2 days of receipt of notification of appointment form
7.Pre employment checks		<p>Pre-employment checks to comply with the NHS Check Standards include:</p> <ul style="list-style-type: none"> • Identity and Right to work (if not checked at interview) • Occupational Health Check • References x2 (external candidate) x1 (internal candidate) – the RT 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>Stage one reference request.(Initial request)</p> <p>Stage two reference request.</p> <p>Stage three reference request.</p> <p>Stage four reference request (Contact candidate & ask them to chase referees advise no offer of employment</p>	<p>Within 2 days of receipt.</p> <p>4 days after initial request</p> <p>1 week after initial request</p> <p>12 days after initial request</p>

		<p>If the employee's start date is before the 09th of the month and the HR2 notification of appointment form has been submitted to the Workforce team before this date they will receive pay that month.</p> <p>If the employees start date is after the 09th of the month they will not receive pay until the following month (exceptions may occur e.g. Christmas)</p>		
Contract	Recruitment Team	Contracts of employment will be issued to employee	Via post	Within 8 weeks from start date

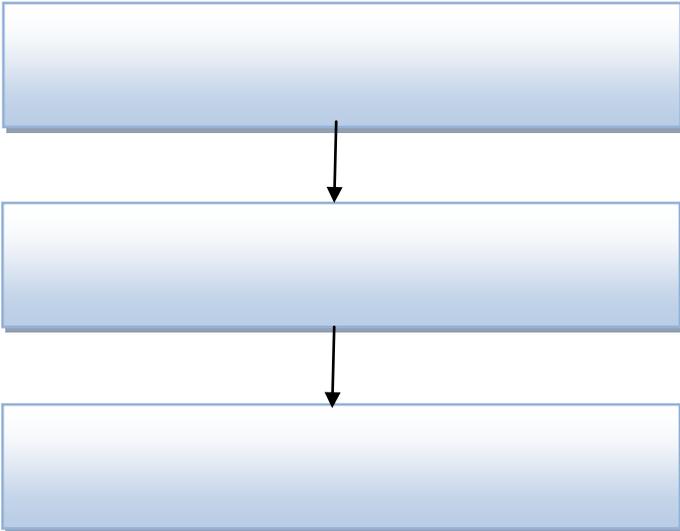
JOB DESCRIPTION

Job Title:
Reference No:
Organisation:
Base:
Band:

Organisational Relationships:

Responsible to:
Accountable to:
Responsible for:

Organisational Chart



Job Role Summary

Key Relationships

Core Functions

Management and Leadership Responsibilities

Planning and Organisational Responsibilities

Policy and Service Development Responsibilities

Research and Audit Responsibilities

Managing Resources Responsibilities

Education and Training Responsibilities

Standard Paragraphs

Person Specification

	Essential	Desirable
Qualifications / Knowledge		
Experience		
Skills / Competencies		

Job Risk Profile

This role involves:	Details of Risk Level					Examples
	Yes	No	Rare	Occasional	Frequent	
Lifting Weights / objects between 6 – 15 kilos						
Lifting weights / objects above 15 kilos						
Using equipment to lift, push or pull patients / objects						
Lifting heavy containers or equipment						
Running in an emergency						
Driving alone / with passengers / with goods						
Invasive surgical procedures						
Working at height						
Concentration to assess patients / analyse information						
Response to emergency situations						
To change plans and appointments / meetings depending on the needs of the role						
Clinical Interventions						
Informing patients / family / carers of unwelcome news						
Caring for terminally ill patients						
Dealing with difficult family situations						

This role involves:	Details of Risk Level				Examples	
	Yes	No	Rare	Occasional		Frequent
Caring for / working with patients with severely challenging behaviour						
Typing up of minutes / case conferences						
Clinical / hands on patient / client care						
Contacts with blood / bodily fluids						
Exposure to verbal aggression						
Exposure to physical aggression						
Exposure to unpleasant working conditions dust / dirt / fleas						
Exposure to harmful chemicals / radiation						
Attending the scene of an emergency						
Food preparation and handling						
Working on a computer for majority of work						
Use of road transport						

ADVERT TEMPLATE

Job Title			
Band			
Base			
Hours			
Permanent/Temp/Secondment		If Temp/Secondment (please indicate end date)	
Internal/External Advertisement			
Publication in journal required (if so please indicate which one)			
DBS check required (Y/N)		Enhanced/Standard	
Closing Date		Interview Date (Please indicate where possible)	
*New/Existing post			
Confirmation to recruit received from Head of Service (Y/N) (Please attach HR1 form approval form)			
Relocation Costs required and approved by CCG (Y/N)		Approved by Name: Date:	

**Please note if this is a new post the job description will need to be submitted to the workforce team to be put through an Agenda4Change Job Evaluation panel in order for the post to be banded correctly.*

**If this is an existing post which has already been through Job Evaluation and you have made changes to the job description please ensure you submit a copy of the job description highlighting the changes made to the workforce team.*

**If this is an existing post which has already been through job evaluation and you have not made any changes to the job description, the workforce team will advertise using the existing job description stored on our system.*

Advert Template – Please complete

PLEASE ENTER INFORMATION SPECIFIC TO THE ORGANISATION

PLEASE ENTER DETAILS SPECIFIC TO THE ROLE BELOW (IE: KEY RESPONSIBILTIES, DETAILS ABOUT THE TEAM ETC)

For an informal discussion please contact (RECRUTING MANAGER) on (TEL NO) or (EMAIL ADDRESS) *(please note this will be the name and contact details used to advertise the post on NHS Jobs)*

Completed by: (NAME RECRUITING MNGR)
Job Title:

Date:

For Workforce use only

Confirmation to recruit received from CCG Lead **Y** **N** (Date):
Job Evaluation completed **Y** **N** (Date):
Completed by: (NAME WORKFORCE)

RECRUITMENT SELECTION SHORTLISTING / INTERVIEW FORM

Post ref		Test/Presentation	Please state details/title of presentation/tests:	
			Name/contact telephone number of person to receive candidates' presentations via email:	
Job title				
Interview date				
Interview location				
Time panel meets				
Time of first interview			If you require OHP, Power Point or Flip Chart please organise	
Time of last interview			Recruiting Manager	
Interview length			Contact Tel No & Email	
Times of breaks (if needed)			Who/Where should candidates report to upon arrival?	
Shortlisted Candidates Application Numbers			Any parking restrictions on site? (If yes please detail)	YES/NO

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Panel member	Job title	Base	Undertaken R & S Training	Available for Feedback	Contact number
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

At least one of the panel members must have previously attended the Recruitment Selection Training Course. Please confirm by ticking the training box. Please also identify the member nominated to give feedback from shortlisting and interview decision, by entering the contact telephone number and ticking the feedback box next to the member's name.

Please note under equal opportunities, all disabled candidates meeting essential criteria must be shortlisted. If any candidate has enclosed a statement of convictions with their application, this information will be sent to the **Appointing Officer only**. **It is their responsibility to ensure that this information is not divulged to other panel members until the interview process is complete and a decision made.**

INTERVIEW SCHEDULE

Job Title:

Post Reference Number:

Date:

Location:

Panel:

No.	Date	Time	Name	Application Reference	Contact Number
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

Shortlisted Candidates Details

No.	Shortlisted Candidates Name	Application Reference
1.		
2.		
3.		
4.		
5.		

INTERVIEW INFORMATION

Agenda for Change Terms & Conditions of Employment

Please discuss this document with each candidate during the interview process.

Job Title:	
Post Reference Number:	
Band:	
Salary: Please note that new starters will commence at the bottom of the relevant pay band until any previous NHS service has been verified	
Hours of Duty:	

ANNUAL LEAVE:	27 Days = Up to 5 years service 29 Days = 5 -10 years service 33 Days = 10 + years service
PENSION:	The successful candidate will be eligible to join the NHS Pension scheme should they wish to. Contributions will be automatically deducted from salary, opt out is available on request.
OFFER SUBJECT TO:	<p><u>References</u> Two references which are satisfactory to the organisation are required. One referee must be your current or most recent line manager. If you are an internal member of staff and you have been employed for over three years we will only seek one reference.</p> <p><u>Medical</u> You will be asked to complete an Occupational Health Questionnaire and the total number of days and periods of sickness you have taken in the last two years.</p> <p><u>ID Documents</u> Candidates will have been asked to provide evidence of their right to work in the UK and proof of identity. This should be in the form of at least 1 valid photo document and at least 2 non-photographic documents (2 of which must have your home address on). If no photo ID available they must provide at least 5 documents from the non-photographic list.</p> <p><u>Valid photographic ID</u></p> <ul style="list-style-type: none"> • Valid UK Passport or EU/other nationalities passport • Valid Passport of Non EU nationals containing UK stamps, a visa or UK residence permit showing the immigration status of the holder in the UK. • Driving Licence (Photo card and paper copy) <p><u>Valid non-photographic ID</u></p> <ul style="list-style-type: none"> • Utility bill (gas, electricity or land line phone bill), Council tax bill, Bank Statement (all dated within last 3 months) • National Insurance Card • HM Rev & Customs tax notification (i.e. tax assessment, statement of account) * A P45/P60 is not acceptable

	<ul style="list-style-type: none"> • Mortgage statement • Full Birth certificate • UK full old style paper driving licence • Residence permit issued by the Home Office to EU Nationals of inspection of own-country passport. • Adoption certificate (UK) • Marriage/Civil partnerships certificate (UK) • Divorce/annulment or civil partnership dissolution papers (UK) • Deed poll certificate • UK firearms licence • Benefit statement, book or card • Grant letter or student loan agreement for a Local Education Authority <p>If the recruiting manager has the facilities to do so could you please take a copy of the ID documents during interview and sign each document to certify that you have seen the original documents. Please then forward the signed copies of the appointed candidate to the Workforce Team once interviews are complete. If you are unable to take copies at interview or the recruiting manager has not signed to say original documents seen, the appointed candidate will be required to book an appointment with the Workforce Team so that their documents can be verified.</p> <p><u>Disclosure and Barring Service Check</u> If a Disclosure and Barring Service check (DBS) is required for the post and you have something to disclose you should contact the Recruiting Manager or the Workforce Team separately to your interview. You will not be asked as part of the interview as disclosures are confidential between you, the Recruiting Manager and the Workforce Team.</p> <p><u>Qualifications</u> Original certificates confirming qualifications provided on the application form/and required as essential criteria for the post must be presented at interview for validation. If you are the appointed copies will be taken of your qualifications.</p> <p><u>Professional Registration</u> If required for this post, please provide evidence of whether your registration is up to date and when it expires.</p>
Disability:	In line with the Equality Act, if there are any reasonable adjustments that need to be made to enable you to carry out the duties of this post, please contact the Workforce Team with further information.

NOTIFICATION OF APPOINTMENT FORM

PART 1 – Managers Details				
Managers Name:				
Telephone number:		E mail		
Date:				
Part 2 - Post Details				
NHS jobs reference		Pay Band		No of hours per week
Post Title:				
Work Base:				
Including Post Code				
Contract Type	Permanent	Fixed Term (confirm dates or the number of months)		
PART 3 – DBS information – Type of Check Required				
<ul style="list-style-type: none"> • None • Standard check • Enhanced check without barred list information • Enhanced check with barred list information - where the position is eligible, and the employer indicates the type of access to vulnerable groups, this will include: <ul style="list-style-type: none"> - an adults barred list check - a children's barred list check - an adults and children's barred list check 				
PART 4 – Candidates Details				
Candidates Surname				
Candidates First Name				
NHS jobs application number	AR			
Internal / External?				
ID Documents Obtained Is yes please send to workforce team	YES/NO			
PART 5 – Relocation Costs (approval for relocation costs will have been received (via HR1) before advertisement)				
Relocation costs required for this appointment <i>(if yes Workforce to send relocation policy to candidate)</i>	YES/NO			
PART 5 – Any other information to be included in the offer letter				

Once complete please return this form to YHCSrecruitment@nhs.net upon receipt of this the Workforce Team will send a conditional offer letter to the successful candidate, asking them to complete a CRB application form (if applicable) Work Health Assessment form and declaration forms. References will also be requested. References will be forwarded to managers by e-mail once received to enable them to be reviewed. Once all pre-employment checks have been confirmed as above the Manager will be in a position to discuss a start date with the candidate and to request an offer letter to be issued to the candidate confirming their starting details.

OCCUPATION HEALTH FORM

Please contact the Workforce Team for the most up to date version of this form :

Yorkshire & Humber Commissioning Support
Triune Court
Unit 1
Monks Cross North
York
YO32 9GZ

Tel: 01482 672048
Email: YHCSrecruitment@nhs.net

REFERENCE REQUEST FORM

**COULD WE PLEASE HAVE YOUR REPLY AS SOON AS POSSIBLE
AS WE CANNOT PROCEED WITH THE APPLICATION
UNTIL REFERENCES HAVE BEEN RECEIVED**

Workforce Team
Yorkshire & Humber CS
Triune Court
Unit 1
Monks Cross
York
YO32 9GZ

CONFIDENTIAL – ADDRESSEE ONLY
NAME
ADDRESS
ADDRESS

Tel No: 01482.....
Email: YHCSrecruitment@nhs.net

Dear

RE:

The above named person has given your name as a referee in respect of their application for the indicated post on the attached sheet. I would be grateful if you could give your opinion of the candidate's suitability for this post under the headings on the attached sheet.

It is the policy of this organisation to be open with employees. The Data Protection Act 1998 is now in force and extends the provision of access to include manual records. The reference you provide will be held on the employee's personal file and may be accessed by the individual in line with the Data Protection Act. Should you not wish the individual to have sight of this reference, please identify this on the reference form in the space provided.

NOTE: If a DBS check is required for this post (please keep paragraphs below, if not please remove)*

Because of the nature of the work for which the applicant is applying, this post is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974 (exemptions) order 1975.

Referees are, therefore, requested not to withhold information about convictions which for other purposes are "spent" under the provisions of the Act. Any information will be completely confidential and will be considered only in relation to an applicant for positions to which the order applies. Referees should note that as stated above references supplied will be held on personal files should the candidate be appointed.

Thank you for your co-operation and assistance in this matter.

Yours sincerely

NAME
JOB TITLE

DATA PROTECTION ACT

Will you be supplying the applicant with a copy of this reference?

YES / NO*

If No, do you have any objections to its contents being revealed during the course of the selection process or at any time in the future?

YES / NO*

** Please delete as appropriate*

NAME OF APPLICANT:

POST APPLIED FOR:

Please state how long you have known the applicant and in what capacity

Relevant Previous Experience

Leadership Qualities

Strengths and Weaknesses

Ability to relate effectively to others (i.e. colleagues, clients and managers)

Commitment/Character/Personality

Management Ability and Potential (if appropriate) Professional Ability

If applicant is newly qualified, can you comment on his/her personality/attitude in relation to post.

Are there, to your knowledge, any current or pending disciplinary or capability issues in relation to the applicant?

Any reason why in your view this person would not be suitable for this post?

Will you please confirm whether or not you are the candidate's current / most recent line manager.

Signed:

Date:

Name (BLOCK CAPITALS PLEASE):

Post Held:

Address:

CONDITIONAL OFFER LETTER



DATE

Workforce Team
Yorkshire & Humber Commissioning Support
Health House
Grange Park Lane
Willerby
HU10 6DT

Strictly Private & Confidential

NAME
ADDRESS
ADDRESS
ADDRESS

Tel: 01482.....
Email: YHCSrecruitment@nhs.net

Dear

RE: (ENTER JOB TITLE & REF NO)

Further to your recent interview and subsequent verbal offer of employment to the above post within Harrogate and Rural District Clinical Commissioning Group, please can I ask you to complete and return the enclosed forms within 10 days to the address above.

- Occupational Health Assessment
- DBS application form (if applicable)
- Non-Disclosure of Confidential Information
- Declaration of Secondary Employment/Private Practice

As outlined by the recruiting manager this is a conditional offer of employment subject to:

1. Receipt of two written references that are satisfactory
2. Satisfactory Occupational Health Assessment
3. Satisfactory DBS clearance (if applicable to the post)
4. Evidence of your right to work in the UK and Proof of Identity

Starter documentation

You are required to provide evidence of your Right to Work in the UK and proof of Identity. If you have not already provided the following documents at interview, I would be grateful if you could contact me on the number above to arrange to have your documents checked before you commence in post.

This should be in the form of at least one valid photo document and at least two non-photographic documents (two of which must have your home address on). If no photo ID available you must provide at least five documents from the non-photographic list.

Valid photographic ID

- Valid UK Passport or EU/other nationalities passport
- Valid Passport of Non EU nationals containing UK stamps, a visa or UK residence permit showing the immigration status of the holder in the UK.
- Driving Licence (Photo card and paper copy)

Valid non-photographic ID

- Utility bill (gas, electricity or land line phone bill), Council tax bill, Bank Statement (all dated within last three months)
- National Insurance Card
- HM Rev & Customs tax notification (i.e. tax assessment, statement of account) * A P45/P60 is not acceptable
- Mortgage statement
- Full Birth certificate
- UK full old style paper driving licence
- Residence permit issued by the Home Office to EU Nationals of inspection of own-country passport.
- Adoption certificate (UK)
- Marriage/Civil partnerships certificate (UK)
- Divorce/annulment or civil partnership dissolution papers (UK)
- Deed poll certificate
- UK firearms licence
- Benefit statement, book or card
- Grant letter or student loan agreement for a Local Education Authority

Your referees have been contacted and we have asked them to return their completed reference within 10 days. We will be unable to proceed with your application and no formal offer of employment will be issued until we are in receipt of the completed forms detailed above. Until you hear from the recruiting manager with regards to agreeing a start date it is recommended that you do not give notice with your current employer.

I would like to offer you my congratulations and assurance that clearances will be sought as soon as possible. We will contact you again once these have been received in order to confirm your appointment and arrange a convenient start date.

In the meantime, I would like to direct you to a copy of our staff handbook, which is available to view online via <http://www.harrogateandruraldistrictccg.nhs.uk/staff-handbook/>. We hope that the handbook will help you to familiarise yourself with the organisation and provide you with some key information and reference points.

If you have any further queries please do not hesitate to contact me on the above number.

Yours sincerely

NAME

JOB TITLE

Yorkshire & Humber Commissioning Support on behalf of Harrogate and Rural District CCG

Recruitment and Selection Policy

FINAL OFFER LETTER



**Harrogate and Rural District
Clinical Commissioning Group**

DATE

Private & Confidential

Workforce Team
Yorkshire & Humber Commissioning Support
Health House
Grange Park Lane
Willerby
HU10 6DT

NAME
ADDRESS
ADDRESS
ADDRESS

Tel: 01482.....

Email: YHCSrecruitment@nhs.net

Dear

Further to your interview for the above post, I am pleased to confirm that all pre-employment checks have now been received satisfactorily. Therefore please see below your starting details for employment with Harrogate and Rural District Clinical Commissioning Group.

Your main base will be (ENTER BASE), however you may be required to work from other sites on occasion. Your start date has been confirmed as (ENTER DATE) please contact (MANAGERS NAME) on (CONTACT TEL NO) prior to this to arrange start time and location for your first day of work.

***Delete if not applicable**

***As you are aware, a DBS check is required for the above post. I can confirm that we will support commencement into the above post prior to receipt of the enhanced/standard (delete as necessary) DBS disclosure. However we would withdraw and dismiss you from our employment without notice if you have failed to disclose any information, or if we deem the disclosure to be unsatisfactory.**

The salary scale for this post is Band (ENTER BAND), £(SALARY) - £(SALARY) (pro rata) per annum working (ENTER HOURS) hours per week, on a Permanent/Fixed Term/Temporary contract. *delete as necessary

Please note it is current policy to pay the bottom of the salary scale pending receipt of a staff transfer form from your previous employer confirming your experience and length of service; to speed up this process please provide a copy of your payslip from your previous NHS employer on your first day where applicable.

Cont

Annual Leave

Annual Leave entitlement is detailed below

0-5 yrs NHS service = 27 days per annum pro rata
5-10 yrs NHS service = 29 days per annum pro rata
10 yrs + NHS service = 33 days per annum pro rata

NHS Pension scheme

You will be entitled to join the NHS Pension Scheme, which provides a wide range of retirement, family and life assurance benefits.

Information regarding pay

Your manager will complete a HR2 starter form with you on your first day of duty. You will be required to complete your bank details on the form in order to receive pay so please ensure you have these to hand. You will be paid monthly in arrears by bank transfer on the 27th of the month or nearest previous working day. If your start date is before the 7th of the month and your HR2 starter form has been submitted to the Workforce team before this date you will receive pay that month. If your start date is after the 7th of the month you may not receive pay until the following month. (exceptions may occur e.g. Christmas)

Terms & Conditions

Further details regarding Terms and Conditions will be provided within your contract of employment. This will normally be sent to you within eight weeks of your start date.

Please could I ask you to sign the acceptance slip at the foot of this letter and return it as soon as possible to the Workforce team at the address above, to be retained in your personal file.

I would also like to direct you to a copy of our staff handbook, which is available to view online via <http://www.harrogateandruraldistrictccg.nhs.uk/staff-handbook/>. We hope that the handbook will help you to familiarise yourself with the organisation and provide you with some key information and reference points.

If you have any other queries regarding your new position please do not hesitate to contact me on the above number and may I take this opportunity to offer you our congratulations on your new job and to wish you well in your career within Harrogate and Rural District Clinical Commissioning Group.

Yours sincerely

NAME

Yorkshire & Humber Commissioning Support on behalf of Harrogate and Rural District CCG.

I accept the post on the terms and conditions as stated above.

Name (Please Print)	
Date	
Signature	

1. Equality Impact Analysis											
Policy / Project / Function:	Recruitment and Selection Policy										
Date of Analysis:	January 2015										
This Equality Impact Analysis was completed by: (Name and Department)	Workforce Service										
What are the aims and intended effects of this policy, project or function ?	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										
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> • 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 										
Who does the policy, project or function affect ? Please Tick ✓	<table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Employees</td> <td style="text-align: right;">✓ staff applying for new roles</td> </tr> <tr> <td>Service Users</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: right;">✓</td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: right;">✓</td> </tr> <tr> <td colspan="2" style="padding-left: 20px;">• Lay members, students, volunteers</td> </tr> </table>	Employees	✓ staff applying for new roles	Service Users	<input type="checkbox"/>	Members of the Public	✓	Other (List Below)	✓	• Lay members, students, volunteers	
Employees	✓ staff applying for new roles										
Service Users	<input type="checkbox"/>										
Members of the Public	✓										
Other (List Below)	✓										
• Lay members, students, volunteers											

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Based on the 2011 Census information taken from council ward profiles making up the CCG area (Harrogate and Rural District), 96.3% identified themselves as White. The CCG employs a slightly higher percentage of BME staff (8.34%) than the local population. The small number of staff employed in the CCG will impact quickly of the overall percentage. The policy provides a fair written recruitment process and it is good practice to continue to monitor the workforce profile.
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential 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 (i.e. ensure job descriptions and advertisements are not discriminatory) In relation to sexual orientation, neither CCG or local population data is known with any certainty. However, nationally, the Government estimates that 5% of the population are lesbian, gay or bisexual communities
Disabled People	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. Analysis of employee data indicates that no employee in the CCG has declared a disability yet 15.5% of the CCG

					<p>population are living with a limiting long term illness or disability. It should be noted that a significant proportion of the workforce was recruited as a result of a transfer exercise and ring fencing. This will have naturally limited the field of candidates from the previous employer and therefore affected the resulting workforce profile. In addition some employees may be reluctant to declare a disability which would affect the workforce profile. The policy expressly includes statements that should support a positive impact on the recruitment of disabled people</p> <p>Positive Impacts:</p> <ul style="list-style-type: none"> • The CCG organisation operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview. • The policy is explicit that reasonable adjustments will be made where necessary.
Gender	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	<p>The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. The gender split in the Harrogate and Rural District CCG area is 49.2% male and 50.8% female. Analysis of employee data indicates that 58.34% of the staff employed are male and 41.68% are female. Although the number of females employed is slightly lower than the local population, the small number of staff employed will impact upon the overall percentage and the difference will be statistically insignificant. It is good practice to continue to monitor the workforce profile.</p>
Transgender People	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There are no official statistics regionally regarding transgender populations nor is employee data currently held, however the policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).</p>

Pregnancy and Maternity	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no potential 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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Marital Status	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This protected characteristic generally only applies in the workplace and therefore local population data does not exist. The policy provides a fair written recruitment process with selection decisions encouraged on the basis 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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Religion and Belief	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential 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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Reasoning					
If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7					

3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected as at Oct 2014	
General	Total number of employees in the CCG is 24
Age	75% are aged 30-55 25% of staff are over 55 No employees are under 30
Race	87.49% staff employed in the CCG are White 4.17% staff are Black 4.17% staff are Asian 4.17% of staff have are not stated/undefined their ethnicity
Sex	58.34% staff employed are male 41.68% staff employed are female
Gender reassignment	No information at this stage
Disability	91.67% of staff employed declared themselves as having no disability 8.33% did not declare /undefined No staff have declared a disability
Sexual Orientation	87.5% of staff described themselves as heterosexual 12.5% did not wish to respond /undefined
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (45.83%) 25% declared themselves Atheist 20.83% were undefined or did not wish to declare 4.17% of staff have other beliefs/religious beliefs 4.17% of staff declared themselves Buddhist
Marriage and civil partnership	83.33% of employees are married. No employees are in a civil partnership. The remainder (16.67%) are single / divorced / legally separated or widowed
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p>Yes <input checked="" type="checkbox"/> Employee and population data</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>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>	<p>Consultation has taken place with Trade Unions locally and nationally</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>The policy provides a framework for fair recruitment processes which should contribute to the aim of eliminating discrimination</p>

5. Equality Impact Analysis: Assessment Test

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

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)	✓			The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. The gender split in the Harrogate and Rural District CCG area is 49.2% male and 50.8% female. Analysis of employee data indicates that 58.34% of the staff employed are male and 41.68% are female. Although the number of females employed is slightly lower than the local population, the small number of staff employed will impact upon the overall percentage and the difference will be statistically insignificant. It is good practice to continue to monitor the workforce profile.
Race (All Racial Groups)	✓			Based on the 2011 Census information taken from council ward profiles making up the CCG area (Harrogate and Rural District), 96.3% identified themselves as White. The CCG employs a slightly higher percentage of BME staff (8.34%) than the local population. The small number of staff employed in the CCG will impact quickly of the overall percentage. The policy provides a fair written recruitment process and it is good practice to continue to monitor the workforce profile.
Disability (Mental and Physical)		✓		The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. Analysis of employee data indicates that no employee in the CCG has declared a disability yet 15.5% of the CCG population are living with a limiting long term illness or disability. It should be noted that a significant proportion of the workforce was recruited as a result of a transfer exercise and ring fencing. This will have naturally limited the field of candidates from the previous employer and therefore affected the resulting workforce profile. In addition some employees may be reluctant to declare a disability which would affect the workforce profile. The policy expressly includes statements that should support a positive impact on the recruitment of disabled people

				<p>Positive Impacts:</p> <ul style="list-style-type: none"> The CCG organisation operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview. The policy is explicit that reasonable adjustments will be made where necessary.
Religion or Belief	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential 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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential 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 (i.e. ensure job descriptions and advertisements are not discriminatory) In relation to sexual orientation, neither CCG or local population data is known with any certainty. However, nationally, the Government estimates that 5% of the population are lesbian, gay or bisexual communities.
Pregnancy and Maternity	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no potential 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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Transgender	✓			There are no official statistics regionally regarding transgender populations nor is employee data currently held, however the policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
Marital Status	✓			This protected characteristic generally only applies in the workplace and therefore local population data does not exist. The policy provides a fair written recruitment process with selection decisions encouraged on the

				basis 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 (i.e. ensure job descriptions and advertisements are not discriminatory).
Age	✓			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 (i.e. ensure job descriptions and advertisements are not discriminatory).

6. Action Planning

As a result of performing this 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 Actions:	Responsible Lead:	Completion Date:	Review Date:

7. Equality Impact Analysis Findings

Analysis Rating:	Red	Red/Amber	Amber	✓ Green
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		Actions	Wording for Policy / Project / Function
<p>Red</p> <p>Stop and remove the policy</p>	<p>Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p>Remove the policy</p> <p>Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.</p>	<p>No wording needed as policy is being removed</p>
<p>Red Amber</p> <p>Continue the policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.</p>	<p>The policy can be published with the EIA</p> <p>List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE).</p> <p>Consider if there are any potential actions which would reduce the risk of discrimination.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason exists which justifies the use of this policy and further professional advice.</p> <p><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></p>

Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p>Amber</p> <p>Adjust the Policy</p>	<p>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 <i>Action Planning</i> section of this document.</p>	<p>The policy can be published with the EIA</p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>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 <i>Action Planning</i> section of this document.</p> <p><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></p>
<p>Green</p> <p>No major change</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p>The policy can be published with the EIA</p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Brief Summary / Further comments	
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Approved By		
Job Title:	Name:	Date:

SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

Title of the document	Recruitment and Selection Policy
What is the main purpose of the document	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.
Date completed	18 December 2014
Completed by	Y&HCS Workforce

Domain	Objectives	Impact of activity Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Travel	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	n/a		
Procurement	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery? Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives? Will it promote ethical purchasing of goods or	n/a		

	<p>services?</p> <p>Will it promote greater efficiency of resource use?</p> <p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models</p>			
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	n/a		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups?</p>	n/a		
Community Engagement	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	n/a		
Buildings	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p> <p>Will it provide sympathetic and appropriate landscaping around new development?</p> <p>Will it improve access to the built environment?</p>	n/a		
Adaptation to Climate Change	<p>Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups;</p>	n/a		

	contingency planning for flood, heat wave and other weather extremes)?			
Models of Care	<p>Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it promote prevention and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p>	n/a		