




| | |
|--|---|
|  <p>GIG CYMRU NHS WALES</p> <p>Iechyd Cyhoeddus Cymru Public Health Wales</p> | <p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 17 February 2025</p> <p>Agenda item: 8.1</p> |
|--|---|

Policy Approval Report

Section 1 - Policy Information

| | |
|--|--|
| Policy / Procedure Title | Recruitment and Selection Policy |
| Policy Lead | Alison Davies, Resourcing and Talent Lead |
| Lead Executive | Neil Lewis, Director of People and Organisational Development |
| PHW / All Wales? | PHW |
| Date of last Review | July 2018 |
| Is the current policy / procedure within review date? | No – Review was due July 2021 |
| Approving Body /Group | Leadership Team |
| | People and Organisational Development Committee |
| Version Number | 2 |

| | | | | |
|--|--------------------------------------|---------------------------------------|-----------------------------------|---------------------------------------|
| Recommendation: | | | | |
| APPROVE <input checked="" type="checkbox"/> | CONSIDER <input type="checkbox"/> | RECOMMEND <input type="checkbox"/> | ADOPT <input type="checkbox"/> | ASSURANCE <input type="checkbox"/> |
| <p>The People and Organisational Development Committee is asked to:</p> <ul style="list-style-type: none"> • Consider the Policy and information contained within the Equality Health Impact Assessment • Note that the Leadership Team endorsed the Policy to the Committee at its meeting on 23rd January 2025 • Approve the Recruitment and Selection Policy | | | | |



Section 3 – Details of the Review:

Background:

Reason for review

Review was due July 2021

Description/Assessment

The Recruitment and Selection Policy has been updated to ensure alignment with organisational developments, best practice guidance and statutory requirements. This document supports our commitment to fair, transparent, and inclusive recruitment processes, ensuring consistency and compliance across the organisation.

Details of Implementation to Date:

The Recruitment and Selection Policy was first implemented in 2018, with subsequent revisions to address feedback, operational challenges, and evolving requirements. It has been shared with all relevant stakeholders, including recruiting managers, via internal communications, training sessions, and updates to the intranet and the development of the PHW Recruitment Toolkit.

Monitoring of Implementation:

The policy's implementation has been monitored through regular audits of recruitment activities, feedback from hiring managers, and key performance indicators such as time-to-hire metrics, diversity in applicant pools, and both candidate and manager satisfaction surveys.

Effectiveness of Implementation:

To date, the policy has been effective in improving recruitment processes and improving candidate experience. Performance reporting and recent engagement with colleagues has identified areas for further improvement, such as enhanced training on inclusive recruitment practices and better utilisation of diverse recruitment panels.

Improvements in Response to Challenges:

To address identified gaps, we have revised the policy to:

- Strengthen guidance on the use of diverse recruitment panels.



| | |
|--|---|
| | <ul style="list-style-type: none"> • Include guidance on candidate’s use of Artificial Intelligence during the recruitment process, in line with NHS Wales guidance. • Provide clearer instructions on handling conflicts of interest. • Incorporate feedback mechanisms for continuous improvement. • Align with the Being Our Best framework by including values-based approaches to recruitment. <p>Changes in the Document: Key updates include:</p> <ul style="list-style-type: none"> • Enhanced emphasis on equality, diversity, and inclusion throughout the policy. • Clarified roles and responsibilities of hiring managers, NHS Wales Shared Services Partnership and the People and Organisational Development directorate. • Updated language to reflect the latest organisational terminology and practices. |
|--|---|

Consultation

| | |
|--|---|
| Has this Policy / Procedure been through the appropriate 28 day consultation process? | Yes |
| Date range of consultation: | 8 October 2024 to 6 November 2024 |
| Please provide details of any feedback received and outline what changes if any were made to the document as a result: | <ul style="list-style-type: none"> • The word ‘employment’ was changed to ‘work’ in the References section to reflect the status of appointees who may be self-employed, contractors, or agency workers. • Some abbreviations removed and written in full. • Clarification added in S.5 regarding associated documents and policies. • ‘Person specification’ referenced in addition to job description in S.7 for clarity. • Further clarity added to S.10 regarding anonymisation of applications. |
| Had this policy / procedure been considered by any other groups? | <p>The policy has been shared with the Local Partnership Forum but no replies were received.</p> <p>The Policy was also considered by the Leadership Team at its meeting on the 23rd January and endorsed.</p> |



Section 4: Impact Assessments

Equality and Health Impact Assessment

The Equality and Health Impact Assessment (EqHIA) for the Recruitment and Selection Policy identifies the following key issues:

1. **Unconscious Bias:** There remains a risk of unconscious bias affecting recruitment decisions, particularly regarding protected characteristics such as age, disability, and race. This is mitigated to some degree by the policy itself and the provision of learning and development to recruiting managers.
2. **Accessibility Challenges:**
 - Online application processes and reliance on digital platforms may pose barriers for individuals who are disabled or have limited digital access/skills.
 - Applicants from economically disadvantaged backgrounds may face challenges due to technology reliance.
3. **Inclusivity Gaps:**
 - Limited representation of diverse gender identities in the Equal Opportunities section of recruitment systems due to constraints in the NHS Electronic Staff Record. This has been raised at an all-Wales level and is expected to be addressed in the future NHS workforce information systems solution.
 - Inability to monitor recruitment impacts on specific groups who share protected characteristics, such as women returning from maternity leave, due to constraints of the NHS Electronic Staff Record and Trac system.
4. **Mental Wellbeing Impacts:** Stressors such as long recruitment timelines, lack of clarity in processes, and interview-related anxiety may negatively affect candidates' mental health.
5. **Welsh Language Standards:**



| | |
|------------------------------|---|
| | <ul style="list-style-type: none"> ○ Errors in the NHS Jobs and Trac platforms hinder a fully bilingual recruitment experience. ○ Challenges in ensuring availability of Welsh-speaking panel members for interviews. <p>Actions and Mitigation:</p> <ul style="list-style-type: none"> ● Continue providing unconscious bias training as part of our Recruitment and Selection Training and enhancing it with diverse representation examples. ● Continue to offer alternative application and interview formats to improve accessibility for those with disabilities or limited digital access. ● Continue to monitor recruitment trends to identify and address disparities. ● Address gaps in Equal Opportunities sections to better reflect the diversity of gender identities. ● Encourage managers to improve the frequency of communication to reduce candidate anxiety and avoid any adverse impact on mental wellbeing. ● Collaborate with NHS Wales Shared Services Partnership to address system errors and ensure compliance with Welsh Language Standards. <p>These issues and actions are reflected in the policy revisions to promote fairness, diversity, and accessibility in recruitment practices.</p> |
| Welsh Language Impact | <p>The Recruitment and Selection Policy has been designed to ensure full compliance with the Welsh Language Standards, ensuring the Welsh language is treated no less favourably than English throughout the recruitment process.</p> <p>Key provisions include:</p> <ol style="list-style-type: none"> 1. Bilingual Recruitment Processes: <ul style="list-style-type: none"> ○ All job adverts, supporting documents, and communications are available in both Welsh and English. ○ Simultaneous translation is offered for interviews or panels where required. 2. Promotion of Welsh Language Skills: |



| | |
|--|---|
| | <ul style="list-style-type: none"> ○ Recruitment materials highlight the importance of Welsh language proficiency in roles where this is essential. ○ The policy supports our People Strategy goal of attracting a rich pool of applicants, including Welsh speakers. <p>3. Recruitment Panel Support:</p> <ul style="list-style-type: none"> ○ Guidance encourages the inclusion of Welsh-speaking panel members where possible. ○ Managers are advised to consult the Welsh Language Team for support in meeting these standards. <p>4. Technology Improvements:</p> <ul style="list-style-type: none"> ○ Efforts are ongoing to address errors in bilingual interfaces on recruitment platforms (e.g., NHS Jobs and Trac). <p>The Policy will be translated to Welsh and available on the internet bilingually.</p> |
| Risk and Assurance | <p>This policy is related to Strategic Risk 4. The policy addresses the risk of ineffective leadership and governance by ensuring a robust, transparent, and inclusive recruitment process that attracts and retains high-calibre staff, critical to fostering effective organisational leadership.</p> <p>By improving recruitment practices, the policy enhances the organisation’s ability to attract talented individuals and aligns with the strategic priorities of Public Health Wales. This, in turn, contributes to maintaining high staff morale and wellbeing.</p> |
| Health and Social Care (Quality and Engagement) (Wales) Act | <p>The Recruitment and Selection Policy supports the implementation of the Health and Social Care (Quality and Engagement) (Wales) Act by addressing the Duty of Quality and Candour as follows:</p> <p>Duty of Quality</p> <ul style="list-style-type: none"> • By promoting fair, transparent, and inclusive recruitment practices, the policy ensures that Public Health Wales attracts and retains individuals with the skills and |



| | |
|-------------------------------|--|
| | <p>values required to deliver high-quality health and care services.</p> <ul style="list-style-type: none"> • The policy prioritises equity in hiring, ensuring the workforce reflects the diverse communities we serve. This aligns with the commitment to delivering quality services that meet the needs of all individuals equitably. • Through adherence to the Welsh Language Standards and Equality Act 2010, the policy fosters inclusivity and ensures the workforce is equipped to provide competent and appropriate care. <p>Duty of Candour</p> <ul style="list-style-type: none"> • The policy promotes openness and honesty throughout the recruitment process, including clear communication with applicants at all stages. This builds trust and reinforces Public Health Wales' commitment to ethical practices. • The policy ensures hiring decisions are based on merit and clearly defined criteria, minimising bias and promoting accountability. • By incorporating mechanisms for feedback on recruitment experiences, the organisation demonstrates a willingness to learn and improve processes, fostering a culture of openness. <p>The policy contributes to an organisational culture aligned with the Act's objectives, supporting the delivery of high-quality, person-centred services, and maintaining public trust.</p> |
| Financial implications | <p>The updated Policy does not result in additional recruitment costs. Timely and effective recruitment helps to minimise the cost to recruit or provide cover during periods of absence.</p> <p>In the UK, the average cost to recruit is approximately £6,125 (CIPD, 2024) including expenses such as advertising, recruitment agency fees, and the time spent by staff involved in the hiring process.</p> |
| People implications | <p>This policy is anticipated to contribute positively to our people ambition by:</p> <ol style="list-style-type: none"> 1. Improving Workforce Diversity and Inclusion |



| | |
|----------------------------|--|
| | <ol style="list-style-type: none"> 2. Enhancing Staff Confidence in Recruitment 3. Monitoring Workforce Composition 4. Positive Engagement Opportunities e.g. participation in Diverse Recruitment Panels <p>The policy improvements align with organisational goals and support key themes often explored in staff surveys, such as equity, transparency, and inclusivity.</p> |
| Socio Economic Duty | The revised policy aligns with the requirements of the Socio-Economic Duty by addressing potential inequalities and promoting fair opportunities for individuals from disadvantaged socio-economic backgrounds. |

Section 5 - Implementation

| Implementation plan (with timescales) | | |
|---|----------------------------|---|
| Next steps | Timescale | Responsible officer(s) |
| Update the Recruitment Toolkit (intranet) to reflect the revised policy and associated guidance. | Within 1 week of approval | Alison Davies, Resourcing and Talent Lead |
| Inclusion of the revised policy in the Recruitment and Selection Training | Within 4 weeks of approval | Alison Davies, Resourcing and Talent Lead Jenni Morgan, Resourcing Advisor |
| Deliver a bite-size training session for hiring managers (to be recorded and added to the Recruitment Bite Size Training recordings) to ensure understanding of the revised policy. | Within 8 weeks of approval | Alison Davies, Resourcing and Talent Lead |

Section 6 – Dissemination

In addition to the actions listed in the Implementation Plan above:

- The policy will be made available on our external website under the [Human Resource Policies](#) page.
- A communication will be issued via the Manager and Staff email bulletins, with links to the updated policy and the accompanying Recruitment Toolkit.



Section 7 – Recommendation

The People and Organisational Development Committee is asked to:

- **Consider** the Policy and information contained within the Equality Health Impact Assessment
- **Note** that the Leadership Team endorsed the Policy to the Committee at its meeting on 23rd January 2025
- **Approve** the Recruitment and Selection Policy



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Reference Number: PHW50
Version Number: 2
Date of next review: XXXXX [3 years]

RECRUITMENT AND SELECTION POLICY

Policy Statement

Public Health Wales is committed to attracting and recruiting the most talented staff to support the delivery of a healthier future for Wales, creating an environment where people can thrive and meet their full potential.

The Recruitment and Selection Policy details the organisation's approach to recruitment and selection processes and systems.

By following the guidance in the policy, hiring managers, staff and the People and Organisational Development Directorate (People and OD) can be assured that they are operating within NHS Wales and Public Health Wales processes and policies, providing and following a fair, consistent and effective approach to recruitment and selection, as well as complying with current employment legislation, Welsh Language Standards (No.7) Regulations 2018 and our Equality duties.

The policy directly supports deliverables within the Integrated Medium term Plan (IMTP), Long-Term Strategy and People Strategy, by ensuring a consistent approach to recruiting and attracting the best talent from the diverse communities of Wales, using modern approaches, and maximising the opportunities presented by technology and social media.

This policy is inclusive of all staff regardless of age, marriage (including equal/ same sex marriage) and civil partnership, disability, sex, sexual orientation, pregnancy and maternity, race, religion or belief, gender reassignment or gender identity. This includes, but is not restricted, to the requirements of the Equality Act 2010. This policy is also available in Welsh.

Policy Commitment

This policy aims to ensure that the organisation has transparent and robust recruitment and selection procedures, enabling hiring managers to recruit and retain staff, with the necessary skills and abilities, to deliver our services and our long-term strategic priorities. The organisation's recruitment and selection processes are carried out in accordance with current employment legislation (e.g. the Equality Act 2010), the mandatory [NHS Employment Check Standards](#) and Welsh Language Standards (No.7) Regulations 2018.

There are accompanying procedures and guidance documents on developing and managing a vacancy available on the organisation's [Recruitment Intranet Procedure page](#).

Supporting Procedures and Written Control Documents

Other related documents are as listed below:

[Agenda for Change Terms & Conditions handbook](#)

[All Wales Recruitment and Retention Payment Protocol](#)

[Appointment of Consultants in the NHS in Wales: Good Practice Guidance \(May 2022\)](#)

[Being Our Best Toolkit - Intranet page](#)

[Employing Ex-Offenders and People with a Criminal Record Policy](#)

[Establish Control Standard Operating Procedure](#)

[Managing the Expiry of Fixed Term Contracts Procedure](#)

[More Than Just Words Strategic Framework](#)

[Organisational Change Policy \(All Wales\)](#)

[Personal Relationships at Work Policy](#)

[Public Health Wales Recruitment Procedure - Intranet page](#) (including document library)

[Recruitment and Retention Payment Protocol](#)

[Redeployment Policy](#)

[Relocation Expenses Scheme](#)

[Secondment Policy \(All Wales\)](#)

[Secondment Procedure – Intranet page](#)

[Starting Salary Guidance](#)

[Strategic Equality Plan and Objectives 2024 - 2028](#)

[Trans Inclusion Policy](#)

[Values – Working together, with trust and respect to make a difference](#)

[Welsh Language Standards \(No. 7\) Regulations 2018](#)

[Public Health Wales NHS Trust Welsh Language Clinical Consultation Plan](#)

[Work How It Works Best – Agile Working Policy](#)

Scope

This policy is applicable to all current and potential employees, employees with recruitment responsibilities, members of the People and Organisational Development Directorate, the organisation's Occupational Health providers and NHS Wales Shared Services Partnership, in respect of transactional recruitment and payroll processes.

| | |
|--|---|
| Equality and Welsh Language Impact Assessment | An Equality, Welsh Language and Health Impact Assessment has been completed and can be viewed on the Policy webpages. |
| Approved by | People and Organisational Development Committee |
| Approval Date | |
| Review Date | |

| | |
|---|---|
| Date of Publication: | |
| Group with authority to approve supporting procedures | People and Organisational Development Committee |
| Accountable Executive Director/Director | Neil Lewis, Director of People and Organisational Development |
| Author | Alison Davies, Resourcing and Talent Lead |
| Disclaimer | |
| <p>If the review date of this document has expired, please ensure that the version you are using is the most up-to-date either by contacting the document author or Corporate Governance.</p> | |

DRAFT

Contents

| | |
|--|----|
| 1. INTRODUCTION..... | 6 |
| 2. AIM | 6 |
| 3. VALUES AND SUPPORTING VALUES-BASED RECRUITMENT | 6 |
| 4. ROLES AND RESPONSIBILITIES | 6 |
| 4.1 Hiring Managers..... | 6 |
| 4.2 People and Organisational Development..... | 7 |
| 4.3 NHS Wales Shared Services Partnership (NWSSP) - Recruitment | 7 |
| 4.4 Candidates..... | 7 |
| 5. PROCEDURE, PRINCIPLES AND PROCESS GOVERNING RECRUITMENT AND SELECTION | 8 |
| 6. VACANCY APPROVAL | 8 |
| 7. JOB DESCRIPTION | 8 |
| 8. ADVERTISING | 8 |
| 8.1 Closed Recruitment | 8 |
| 8.2 DBS Requirements | 8 |
| 8.3 Inclusive Job Advertisements..... | 8 |
| 8.4 Genuine Occupational Requirement (GOR)..... | 9 |
| 9. SHORTLISTING, INTERVIEW AND ASSESSMENT PANELS | 9 |
| 9.1 Quorum | 9 |
| 9.2 Training | 9 |
| 9.3 Diverse Panels..... | 9 |
| 9.4 Consultant Appointment Panels..... | 9 |
| 10. SHORTLISTING..... | 9 |
| 10.1 Anonymisation of Applications..... | 10 |
| 10.2 Guaranteed Interview Schemes..... | 10 |
| 10.3 Shortlisting Criteria | 10 |
| 11. INTERVIEWS AND ASSESSMENTS | 10 |
| 12. SAFE APPOINTMENT PRACTICES | 10 |
| 12.1 References | 11 |
| 12.2 DBS Checks | 11 |
| 12.3 Professional Registration | 11 |
| 12.4 Unsatisfactory Pre-Employment Checks..... | 11 |
| 12.5 Commencing in a new post..... | 12 |
| 13. USE OF ARTIFICIAL INTELLIGENCE BY APPLICANTS..... | 12 |

| | | |
|------|--|----|
| 13.1 | Consequences of Unauthorised AI Use..... | 12 |
| 14. | REASONABLE ADJUSTMENTS..... | 12 |
| 14.1 | Requesting Reasonable Adjustments..... | 12 |
| 14.2 | Types of Reasonable Adjustments | 13 |
| 14.3 | Assessment of Reasonable Adjustments | 13 |
| 14.4 | Confidentiality | 13 |
| 15. | WELSH LANGUAGE..... | 13 |
| 15.1 | Assessing Language Requirements | 14 |
| 15.2 | Job Advertisements | 14 |
| 15.3 | Application and Selection Materials | 14 |
| 15.4 | Communication..... | 15 |
| 15.5 | Interviews..... | 15 |
| 15.6 | Outcome..... | 15 |
| 16. | FALSE DECLARATIONS: FRAUD OR MISREPRESENTATION BY APPLICANTS | 15 |
| 16.1 | Consequences of Fraud or Misrepresentation..... | 15 |
| 16.2 | Reporting Suspected Fraud or Misrepresentation | 15 |
| 17. | AGENCY RECRUITMENT | 15 |
| 17.1 | Sourcing Suitable Suppliers | 16 |
| 17.2 | Mandatory Legal and Regulatory Standards for Agencies | 16 |
| 17.3 | Agency Worker Rights and Conditions | 16 |
| 17.4 | Capability and Conduct Issues | 16 |
| 17.5 | Appointments made via Agencies | 16 |
| 18. | EVIDENCE REQUIRED WHEN MAKING AN INCREASED SALARY OFFER | 17 |
| 19. | INDUCTION..... | 18 |
| 20. | TRAINING AND FURTHER GUIDANCE | 18 |
| 21. | CONFIDENTIALITY AND DATA PROTECTION..... | 18 |
| 22. | WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015..... | 18 |
| 23. | EQUALITY AND WELSH LANGUAGE..... | 18 |
| 23.1 | Diversity and Inclusion | 19 |
| 23.2 | Community Engagement..... | 19 |
| 23.3 | Equality and Health Impact Assessment | 19 |
| 24. | REVIEW..... | 19 |
| 25. | EMERGENCY SITUATION OR ENHANCED RESPONSE..... | 19 |

1. Introduction

We recognise that our people are key to our success, and we are committed to attracting, appointing, developing, and retaining qualified, motivated staff with the required skills and experience to ensure the delivery of our services and our long-term strategic priorities. To achieve this, all employees must work within a well-defined recruitment policy.

2. Aim

The aim of our recruitment and selection policy is to establish a clear, consistent, and fair framework for attracting, selecting, and hiring the most suitable candidates for positions within the organisation. This policy ensures that the recruitment and selection processes align with the organisation's strategy, values, and legal obligations:

- To attract and select the most qualified candidates who possess the skills, knowledge, and attributes necessary to fulfil the requirements of the position and contribute to the success of the Trust.
- To promote diversity and inclusion in the workforce by providing equal opportunities to all individuals regardless of their background, identity, or circumstances.
- To ensure compliance with relevant legislation, regulations, and organisational policies governing recruitment and selection processes.
- To maintain the reputation and integrity of Public Health Wales as an employer of choice through fair, ethical, and professional recruitment practices.
- To promote the organisation's values and culture through the recruitment and selection process.

3. Values and Supporting Values-Based Recruitment

The organisation defines itself by values and behaviours which are underpinned by the [Public Health Wales Values](#) and Being Our Best Framework. Our values and behaviours should underpin all recruitment activity to ensure that we have the right people, with the right skills, in the right numbers, with the right values, to support effective team working and deliver excellent levels of service to the population of Wales and the wider NHS in Wales.

4. Roles and Responsibilities

The Recruitment process flowchart can be seen in Appendix 3 and should be used in conjunction with the Trust and NHS Wales Shared Services Partnership Key Performance Indicators.

4.1 Hiring Managers

Hiring managers have a responsibility to ensure that they are up to date with the recruitment and selection guidance and processes and that they act in a way that ensures the organisation's recruitment, selection and appointment of staff is done in a fair, anti-discriminatory and safe manner. To access all recruitment, assessment and selection training, please visit the [Recruitment, Assessment and Selection Toolkit | Training](#) (intranet access required).

Hiring managers are responsible for the administrative procedures as laid out in the relevant stages of the [Recruitment, Assessment and Selection Toolkit](#) (intranet access required).

In line with the Managing Personal Relationships at Work protocol and to avoid a potential conflict of interests or bias; where a hiring manager or panel member has a close personal relationship or friendship with an applicant, the hiring manager or panel member must handover their recruitment responsibilities to a suitable deputy or senior colleague and must not be involved in any recruitment decisions.

Although recruitment activity for a specific post remains the responsibility of the hiring manager, NHS Wales Shared Services Partnership provides support for recruitment activity through a Service Level Agreement (SLA).

4.2 People and Organisational Development

The People and Organisational Development function is required to:

- Provide advice on the vacancy approval process and the appropriate documentation that must be submitted.
- Provide advice on legislation and principles that govern the recruitment and selection process.
- Ensure that managers have adequate information, guidance and support to fulfil their role in the recruitment and selection of staff.
- Maintain close links with NHS Wales Shared Services Partnership to ensure compliance, quality and efficiency in all aspects of the recruitment and selection process.
- Support the delivery of Recruitment and Selection education and development.

4.3 NHS Wales Shared Services Partnership (NWSSP) - Recruitment

NHS Wales Shared Services Partnership provides recruitment support services for Wales. The Recruitment Department within NWSSP is responsible for advertising and recruiting into vacant posts in a professional, timely manner whilst ensuring that all the required pre-employment checks are undertaken in line with Welsh Health Circular WHC 2005 (071) Pre and Post Appointment Checks.

Recruitment Shared Services and the Trust are measured against agreed [KPIs](#).

4.4 Candidates

Candidates must comply with the requirements of this policy and the Trust's recruitment processes. Failure to comply with these requirements may result in an offer of employment being withdrawn.

5. Procedure, Principles and Process Governing Recruitment and Selection

The organisation must operate in line with current employment legislation (including the Equality Act 2010), Welsh Language Standards (No.7) Regulations 2018, and best practice guidelines to ensure a fair and equitable recruitment process. At each stage of the recruitment process, due consideration must be paid to the legal framework attached as Appendix 1.

All those involved in the recruitment and selection process have a duty to adhere to the principles set out in this policy and other associated documents and policies (as detailed above in 'Supporting Procedures and Written Control Documents').

6. Vacancy Approval

Before initiating recruitment, hiring managers must obtain the necessary approvals, e.g. through the Establishment Control process and Trac vacancy authorisation.

7. Job Description and Person Specification

A job description and person specification outlining the roles, responsibilities, qualifications, knowledge, and skill requirements for the position must be made available in both English and Welsh in all job adverts. The job description and person specification must be matched through the Agenda for Change Job Evaluation process or approved by the Faculty of Public Health or relevant Royal College as appropriate.

8. Advertising

Positions will be advertised internally, externally, or both, depending on the nature of the role and organisational needs.

8.1 Closed Recruitment

In exceptional circumstances, in cases where there is absolute certainty that no other person within the organisation has the necessary capability to perform a certain role, closed recruitment may be conducted. However, this will require approval from People and OD, and the post holder will still be subject to all necessary pre-employment checks via Trac.

8.2 DBS Requirements

It is a legal requirement to display the required level of DBS check (when applicable) in all job adverts.

8.3 Inclusive Job Advertisements

As an inclusive organisation, all job adverts will clearly state that people who work part time or wish to be considered for a job share are welcome to apply for all of our roles. This decision has been made to ensure we connect our workforce with the needs of people of Wales. Gender-neutral language will be used in all job advertisements, job descriptions and person specifications.

8.4 Genuine Occupational Requirement (GOR)

A Genuine Occupational Requirement (GOR) allows for positive discrimination in favour of a specific sex, race, or disability to fulfil a particular role. For example, it may be necessary to specify that a member of a particular racial group is required for a role involving the provision of services to that group. If a GOR is applicable, it must be clearly stated in the job advertisement.

9. Shortlisting, Interview and Assessment Panels

9.1 Quorum

Shortlisting, interview, and assessment panels must have a minimum of two members to mitigate bias and ensure fair and objective decision-making.

9.2 Training

All panel members must be adequately trained in shortlisting, assessment, and selection. Training videos covering topics such as bias awareness and mitigation techniques are available to support panel members in enhancing their understanding and proficiency in conducting fair and objective evaluations during the recruitment process.

9.3 Diverse Panels

To promote diversity and minimise bias in the recruitment process, the Trust is committed to ensuring that panels are established to enhance the objectivity and inclusivity of the selection process. Diverse panels contribute to fairer and more inclusive decision-making by considering a broader range of viewpoints and experiences.

Panels for roles at Band 8a level and above are mandated to include diverse representation, while efforts will be made to enable a diverse panel for apprenticeship positions and Bands 2-7 where feasible.

Diverse panels include individuals from various demographic backgrounds, including but not limited to gender, race, ethnicity, age, disability status, sexual orientation, and socioeconomic status.

9.4 Consultant Appointment Panels

Panels for permanent Consultant roles must comply with the requirements of the [Appointment of Consultants in the NHS in Wales - Good Practice Guidance \(May 2022\)](#) or subsequent updates to this guidance.

10. Shortlisting

Applications will be screened against the job requirements outlined in the person specification to identify suitable candidates for further consideration.

It is the responsibility of the hiring manager to oversee shortlisting to ensure that all decisions are based on the criteria set out in the person specification for the post and that the decisions are valid, justifiable, and fair. Candidates are evaluated based

solely on their qualifications, knowledge, skills, and/or experience relevant to the role. Shortlisting decisions will be made objectively and without bias, with the aim of identifying candidates who best meet the requirements of the role.

10.1 Anonymisation of Applications

To eliminate bias and promote fairness in our shortlisting process, the Trac Recruitment system anonymises all applications by removing the Personal Details section of the application form from view before review by the shortlisting panel. The Personal Details section will only be visible to the panel once a candidate has been selected for interview.

10.2 Guaranteed Interview Schemes

The Trust is committed to promoting diversity and inclusion. As part of this commitment, we operate Guaranteed Interview Schemes under the Disability Confident scheme and Armed Forces Covenant.

Candidates who wish to be considered under the Guaranteed Interview Scheme should select the designated box on the application form. This information will be treated confidentially and will only be used for the purpose of administering the Guaranteed Interview Scheme.

Candidates who opt to be considered under the Guaranteed Interview Scheme will be shortlisted for interview if they meet the minimum essential criteria for the role.

10.3 Shortlisting Criteria

The shortlisting panel will assess applicants based solely on their qualifications, skills, and experience relevant to the role, without any consideration of their disability or other eligible characteristic.

Candidates shortlisted under the Guaranteed Interview Scheme will be invited to attend an interview in the same manner as all other shortlisted candidates.

11. Interviews and Assessments

All applicants must have a formal interview consisting of at least two panel members, before an offer of employment can be made. Hiring managers may also wish to utilise assessments to establish suitability and support their hiring decisions.

To ensure a fair, equitable and inclusive assessment, all panel members and assessors should be familiar with the guidance and training in the Recruitment, Assessment, and Selection Toolkit (available on the staff intranet).

12. Safe Appointment Practices

Prior to an offer of employment being confirmed, [mandatory NHS Employment Check Standards](#) must be completed.

12.1 References

A reference provides a factual check of previous work or education history and should confirm information the applicant has already provided in their application form. There is a legal requirement for references to be accurate and fair, with reasonable ground to support any statements made. If a reference for a successful candidate is unsatisfactory advice should be sought from the People and OD directorate before taking further action by contacting [People Support](#).

References must cover a period of two years, either through work, education, or character references. One reference must be from the current or last line manager/tutor/agency/client/other suitable referee. Where a reference covers the full two-year period, only one reference is required. Character references will only be sought if no work or education referees are available and should only be used once all other methods have been exhausted.

12.2 DBS Checks

Disclosure and Barring checks are an important tool in ensuring safer recruitment practices and patient safety. The levels of disclosure required and how to manage information provided by the Disclosure and Barring Service (DBS) can be obtained from the documents found on the [Recruitment Procedure Intranet pages](#).

It is recommended that individuals are not permitted to undertake any form of regulated activity until the outcome of their DBS check is known. However, the Trust may, in exceptional circumstances, make a risk-based decision to appoint applicants while they are awaiting the outcomes of a DBS Check. Details of the safeguards which must be put into place to enable this are available from the People and OD directorate.

12.3 Professional Registration

All staff will be required to comply, at all times, with the relevant codes of practice and other requirements of the appropriate professional organisations e.g. [GMC](#), [NMC](#), [HCPC](#), etc, or the All Wales [Health Care Support Worker \(HCSW\) Code of Conduct](#) if they are not covered by a specific code through professional registration. It is the post holder's responsibility to ensure that they are both familiar with and adhere to these requirements.

12.4 Essential Qualifications

Recruitment will request proof of the essential qualifications listed in the person specification, unless an equivalent level of experience/skills and knowledge is stated on the person specification, in which case relevant experience or alternative qualifications will be accepted.

12.5 Unsatisfactory Pre-Employment Checks

All offers of employment are conditional upon the satisfactory completion of the specified pre-employment checks in a timely manner.

Should any of the pre-employment checks be considered unsatisfactory or delayed beyond a reasonable timeframe, the People and OD directorate will support the hiring 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 hiring 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) and the conditional offer of employment rescinded in writing. Standard letters can be obtained from the People and OD team.

12.6 Commencing in a new post

No appointee, whether external or already employed, engaged, or seconded into the organisation, should start their new post until all necessary pre-employment checks have been completed or a risk assessment is undertaken and approved.

13. Use of Artificial Intelligence by Applicants

Job adverts will provide guidance to applicants on the use of generative AI tools in the application process.

Candidates are not permitted to use generative AI during interviews and assessments unless explicitly stated otherwise in the assessment instructions. Any assessments or tests that permit the use of AI will specify this requirement to applicants in advance.

13.1 Consequences of Unauthorised AI Use

If the use of AI is detected during interviews or assessments where it is not permitted, the candidate will not proceed to the next stage of the recruitment process, and their application will be rejected.

14. Reasonable Adjustments

Reasonable adjustments are changes or accommodations made to the recruitment and selection process or working environment to ensure that disabled candidates or individuals with specific needs can fully participate in the process. These adjustments focus on removing barriers and promoting equitable treatment throughout the recruitment and selection process.

14.1 Requesting Reasonable Adjustments

Candidates who require reasonable adjustments to participate in the recruitment and selection process are encouraged to notify the hiring manager, Recruitment or People and OD directorate at the earliest opportunity. Requests for reasonable adjustments can be made at any stage of the recruitment process and will be treated confidentially. Candidates may also contact registered charities, for example, [Disability Rights UK](#), [Scope](#), [Mind](#), for specific advice or support during the recruitment process.

14.2 Types of Reasonable Adjustments

Reasonable adjustments may vary depending on the individual needs of the candidate and the nature of the recruitment process. Examples of reasonable adjustments that may be considered include:

- Adjustments to the application process, such as providing alternative formats for application materials or extending application deadlines.
- Adjustments to assessment methods, such as allowing additional time for tests or interviews, use of assistive technology, or offering alternative assessment formats.
- Adjustments to the interview process, such as conducting interviews via video conferencing, providing accessible interview facilities, or allowing the presence of a support person or interpreter.

14.3 Assessment of Reasonable Adjustments

Requests for reasonable adjustments will be assessed on a case-by-case basis, considering the specific needs of the candidate and the requirements of the recruitment process. The People and OD directorate will work closely with the hiring manager/Lead Interviewer and candidate to identify appropriate adjustments and ensure that they are implemented effectively.

14.4 Confidentiality

Information provided by candidates regarding their need for reasonable adjustments will be treated confidentially and will only be disclosed to individuals involved in the recruitment and selection process on a need-to-know basis.

15. Welsh Language

The Trust is committed to promoting and facilitating the use of the Welsh Language. We recognise the importance of providing services and communicating with the public in both Welsh and English, and we are dedicated to ensuring that our workforce reflects this commitment.

By increasing the Welsh language skills in our workforce, we recognise that we will be able to provide a better service to the public in Wales and be better able to meet our statutory responsibilities. Details of our legal requirements are outlined in our [Welsh Language Standards](#) (No.7) Regulations 2018 and in the [Welsh Government's More Than Just Words Strategic Framework](#).

We also have a duty to meet the targets within our [Clinical Consultation Plan](#), which has the aim of increasing our ability to offer clinical consultations in Welsh. This relies heavily on our workforce's ability and confidence to use their Welsh in clinical settings.

We will follow the guidance for '[Workforce Planning for the Welsh language](#)' for NHS Wales and Social Care Wales organisations to ensure our workforce reflects our Welsh speaking public and meets the needs of those who choose and who wish to receive a service in Welsh from us.

We are committed to providing a bilingual recruitment process and we encourage applicants to go through the recruitment process in Welsh if they wish, ensuring that they will not be treated any less favourably than those wishing to use English.

Hiring managers at Public Health Wales follow the steps below and as outlined in the [Recruitment, Assessment and Selection Toolkit](#) to support our aim of recruiting more Welsh speakers into our workforce:

15.1 Assessing Language Requirements

All job roles are assessed by the hiring manager to determine the level of Welsh language skills required. This assessment will consider the nature of the role, the level of interaction with the public, and the need to provide services in Welsh. The assessment must also consider the Welsh language skills within the wider team.

Roles will then be categorised and advertised as follows:

- **Welsh Essential:** Requires a specific level of Welsh language proficiency. The level of Welsh needed can be specified within the job advert and description.
- **Welsh Desirable:** Welsh language skills are beneficial but not mandatory for the role.
- **Welsh language skills need to be learnt when appointed to the post:** A development plan and timeline will be specified upon recruitment.
- **Roles should only be advertised as 'Welsh language skills are not necessary'**, when this is justified and when there is already a good amount of Welsh speakers in the team. Additional Welsh skills are an asset in all teams.

15.2 Job Advertisements

Job advertisements will clearly state the Welsh language requirements for each role.

Adverts will be bilingual (Welsh and English), ensuring that both languages are given equal prominence.

When Welsh language skills are essential or desirable, details of the tasks where Welsh will be needed will be specified in the Person Specification, along with the required proficiency level.

For roles which have Welsh as an essential skill, managers are encouraged to follow internal guidance provided by the Welsh Language Team on advertising best practice.

15.3 Application and Selection Materials

Application forms and supporting documentation will be available in both Welsh and English.

Applicants have the option to submit their applications in either language.

Candidates will be asked their preferred language for the interview process.

15.4 Communication

Where Welsh has been chosen as the preferred language of the applicant, any correspondence or communication by the Trust or NHS Wales Shared Services Partnership will be in Welsh. This is also true if Welsh correspondence and communication is received from potential applicants.

15.5 Interviews

When an applicant has selected to be interviewed in Welsh, this should be achieved using a Welsh speaking panel where possible. If a Welsh speaking panel isn't possible, the applicant should be notified of this, and simultaneous translation will be arranged. All materials, including tests and interview questions, will also be prepared in both Welsh and English.

Where Welsh is an essential skill for a role, (and if the interview will not take place in Welsh) arrangements need to be put in place at the interview to assess the Welsh skills of applicants.

15.6 Outcome

If Welsh is the applicant's language preference, the outcome of applications and interviews must be communicated in Welsh.

16. False Declarations: Fraud or Misrepresentation by Applicants

The Trust takes instances of fraud or misrepresentation by applicants during the recruitment process seriously. Providing false, misleading, or fraudulent information in applications, or during any stage of the recruitment process is strictly prohibited.

16.1 Consequences of Fraud or Misrepresentation

Applicants found to have engaged in fraudulent or misleading behaviour, including but not limited to falsifying qualifications, experience, or references, will result in the rejection of the application and withdrawal of an offer of employment. Acts of fraud or misrepresentation by employees or workers of the Trust would be considered gross misconduct and will be addressed through the [All Wales Disciplinary Policy and Procedure](#), which could result in termination of employment/engagement.

16.2 Reporting Suspected Fraud or Misrepresentation

The Trust may refer a false declaration to the Local Counter Fraud Service, registration body (such as [NMC](#) or [GMC](#)) or other body where appropriate.

17. Agency Recruitment

This section should be read in conjunction with the Fixed Term Contract Procedure.

The use of agency staffing should be kept to an absolute minimum. Any agency usage exceeding three months will require approval through the usual Establishment Control process.

17.1 Sourcing Suitable Suppliers

Only employment agencies listed in accordance with the [Crown Commercial Services \(CCS\)](#) preferred supplier framework are eligible to be approached. The sourcing process undertaken ensures that all employment agencies in framework agreements meet all legal and regulatory requirements. Many agencies listed within the framework are well known and whose Terms of Business rates will have been agreed nationally as part of an NHS contract.

The booking of agency staff is currently a line manager's responsibility.

17.2 Mandatory Legal and Regulatory Standards for Agencies

It is essential that all Employment Agencies the Trust engages with fully meet all legal and regulatory requirements. These include, but are not limited to, the [Data Protection Act \(2018\)](#), the General Data Protection Regulation (GDPR), the [NHS Confidentiality Code of Practice \(Approved DOH guidance 2003\)](#), all Disclosure and Barring Service requirements, Registration with the appropriate Professional Bodies where appropriate, right to work in the UK, and working within the [Working Time Regulations \(1998\)](#).

In this respect the onus must be placed on the Employment Agency to ensure that all relevant prospective workers fulfil all legal and regulatory requirements. The manager should ensure that the Trust is protected by seeking assurance that the necessary checks have been obtained by the employment agency.

17.3 Agency Worker Rights and Conditions

The Agency Worker Regulations 2011 stipulate that an agency worker is entitled to the same rights and working conditions as a comparable permanent employee after 12 weeks in a role.

17.4 Capability and Conduct Issues

Any issues of capability or conduct should be raised immediately with the employment agency. The employment agency, as the employer, will handle any notifications of termination of assignment.

17.5 Appointments made via Agencies

An internal candidate is defined as a member of staff employed on the organisation's payroll or who has undertaken an assignment for over 12 weeks with a Recruitment Agency. Please be aware that permanent employees are to take priority over agency workers with regard to job opportunities as highlighted in the case [Coles v Ministry of Defence](#).

Placement or introduction fees are charged by recruitment agencies upon offer of a permanent or fixed term positions with the Trust. It is recommended that any offers of employment to agency workers and the

attached charges should be discussed with the People and OD directorate. Appropriate approval will need to be obtained via the People and OD, and Finance vacancy approval process before any offer of employment can be made.

Candidates identified by recruitment agencies for either fixed term or permanent posts must be given the opportunity to apply in both Welsh and English. Any interviews, offers and subsequent documentation sent to employees who are offered a permanent or fixed term position with the Trust must be made available in both Welsh and English.

18. Evidence required when making an increased salary offer

Where an applicant's previous experience with a non-NHS employer is relevant to the NHS post they have applied for, the line manager can apply for approval to recognise this reckonable service and award incremental credit. The guidance on reckonable service and incremental credit should then be used to determine the applicant's starting salary in conjunction with the People and OD directorate. To access the Incremental Credit Application Form, please go to [Starting Salary Guidance](#).

Candidates are expected to start at the bottom of the pay band unless they meet the reckonable service criteria as set out in the Starting Salary Guidance. If you feel there is a justifiable reason that can be evidenced in order to pay above the bottom of the pay band, you must follow the guidance accordingly. Please note: incremental credit is only awarded in exceptional circumstances and should not be considered the norm.

A firm salary offer should not be made until incremental credit has been approved and the Hiring Manager should never confirm a starting salary above the minimum of the pay band, until an Incremental Credit application has been authorised by the People and OD Directorate. No applicant should be advised of their salary pay point during the appointment process, only the salary range.

Incremental Credit must be based on evidenced reckonable service and/or equivalent relevant experience to the post, which has been measured and evaluated against the job description and person specification for the post applied for. In fairness to existing staff, only whole years of relevant experience held at the same or higher level of the new post will be recognised.

It is the Hiring Manager's responsibility to ensure that an Incremental Credit application, along with the required documentary evidence is submitted in a timely manner.

Applications must be submitted within 3 months of appointment date. Applications received after this date will not be considered.

An increased salary offer due to pay related recruitment and retention difficulties are not addressed through Incremental Credit and should be managed through the Recruitment and Retention Premia regulations as set out in the [Agenda for Change](#)

[agreement and Terms and Conditions of Employment Handbook](#) and in line with the [All Wales Recruitment and Retention Payment Protocol](#).

19. Induction

The People and Organisation Development directorate deliver a regular New Colleague welcome event which all new colleagues are invited to attend.

All employees must receive a departmental (local) induction on the first day of employment with the Trust or when they move to a new work area. The [Welcome to Public Health Wales](#) colleague induction page and the [Onboarding and Induction Guide for Managers](#) contains all relevant information for employees and managers including the induction checklist. It is the line manager or a nominated inducting officer's responsibility to ensure all relevant points are covered.

20. Training and Further Guidance

Detailed guidance and details on how to access recruitment and selection training can be found on the [Recruitment intranet page](#).

In the event that individuals need bespoke advice and guidance, this can be sought from PeopleSupport.PHW@wales.nhs.uk

21. Confidentiality and Data Protection

All personal data collected during the recruitment process will be handled in accordance with relevant data protection regulations. Maintaining confidentiality and securing applicant information is paramount.

All documents generated under this Policy are official records of Public Health Wales and will be managed and stored and utilised in accordance with the Public Health Wales' Guidance on Record Retention and Destruction.

22. Well-Being of Future Generations (Wales) Act 2015

The Trust acknowledges its duty to contribute to the achievement of the well-being goals outlined in the Well-being of Future Generations (Wales) Act 2015. In line with this legislation, our recruitment and selection processes are designed to promote sustainable development, improve the well-being of current and future generations, and consider the long-term impact of our decisions on people, communities, and the environment.

23. Equality and Welsh Language

The Trust is committed to ensuring that, as far as is reasonably practicable, the way it provides services to the public and the way it treats its staff, patients and others reflects their individual needs and does not discriminate against, harass or victimise individuals or groups. These principles reflect those of the [Equality Act 2010](#) and the Welsh Language Standards (No.7) Regulations 2018, and run throughout the work of the Trust, as well as underpinning our [Values](#), staff employment policies and service standards. The responsibility for implementing these aspects falls to all employees and Trust Board members, volunteers, agents or contractors delivering services or undertaking work on behalf of the Trust.

23.1 Diversity and Inclusion

We recognise the value of a diverse workforce and are dedicated to ensuring equal opportunities for all candidates. Our recruitment practices will actively promote diversity and inclusion by eliminating biases and providing fair representation for individuals from all backgrounds and communities.

23.2 Community Engagement

We believe in the importance of engaging with our communities and stakeholders. Throughout our recruitment processes, we will actively seek input from relevant stakeholders to ensure that our selected candidates effectively represent and serve the needs of our communities.

23.3 Equality and Health Impact Assessment

An Equality and Health Impact Assessment has been undertaken on this Policy and the way it operates. Any possible or actual impact that this Policy may have on any groups in respect of gender (including maternity and pregnancy as well as marriage or civil partnership issues), race, disability, sexual orientation, religion or belief, transgender, age or other protected characteristics has been examined. Potential impact on Welsh speakers have also been considered in the Equality Impact Assessment. Where appropriate, action to minimise any stated impact has been taken or planned to ensure that the Trust meets its responsibilities under Welsh language legislation, and equalities and human rights legislation.

24. Review

This policy will be reviewed in 3 years' time or sooner if required.

The named lead will monitor this policy to ensure it is compliant with current legislation, to ensure it is effectively implemented, and ensure that it is reviewed in accordance with the timetable for review.

We are continually looking to improve our employment practices and welcome any feedback you may have in relation to this Policy. Feedback can be provided by emailing, PeopleSupport.PHW@wales.nhs.uk. You may also wish to feedback via your Trade Union representative.

25. Emergency Situation or Enhanced Response

These arrangements may be reviewed and updated in the event of an enhanced or emergency response, at which time local or national guidance may supersede these arrangements.

Equality & Health Impact Assessment for Recruitment and Selection Policy

Part 1

Please answer all questions:-

| | | |
|----|---|---|
| 1. | For service change, provide the title of the Project Outline Document or Business Case and Reference Number | Recruitment and Selection Policy |
| 2. | Name of Clinical Board / Corporate Directorate and title of lead member of staff, including contact details | Alison Davies Alison.Davies37@wales.nhs.uk People and Organisational Development Directorate |
| 3. | Objectives of strategy/ policy/ plan/ procedure/ service | <ul style="list-style-type: none"> • Ensure transparent and robust recruitment and selection procedures. • Recruit and retain staff with necessary skills and abilities. • Comply with current employment legislation, including the Equality Act 2010 and Welsh Language Standards (No.7) Regulations 2018. • Promote a fair, consistent, and effective approach to recruitment and selection. |
| 4. | Evidence and background information considered. For example <ul style="list-style-type: none"> • population data • staff and service users data, as applicable • needs assessment • engagement and involvement findings | Our approach to attraction and recruitment is one key way we can ensure we are inclusive and our workforce mirrors the diverse communities of Wales. With this in mind, we have reviewed population data and workforce data as follows to understand our workforce composition compared to the Welsh population: |

- research
- good practice guidelines
- participant knowledge
- list of stakeholders and how stakeholders have engaged in the development stages
- comments from those involved in the designing and development stages

Population pyramids are available from Public Health Wales Observatory and the 'Shaping Our Future Wellbeing' Strategy provides an overview of health need.

| Gender | % of PHW headcount, 2024 |
|---------------|---------------------------------|
| Female | 73.0 |
| Male | 27.0 |

| Sexual Orientation | % Wales population | % PHW headcount |
|-------------------------------------|---------------------------|------------------------|
| Bisexual | 1.2 | 2.1 |
| Gay or Lesbian | 1.5 | 3.2 |
| Heterosexual or Straight | 89.4 | 78.8 |
| Not stated | | 6.3 |
| Other sexual orientation not listed | 0.3 | 0.1 |
| Undecided | | 0.2 |
| Unspecified | | 9.3 |

| Ethnicity | % Wales population | % PHW headcount |
|------------------|---------------------------|------------------------|
| Asian | 2.9 | 3.9 |
| Black | 0.9 | 2.2 |
| White | 93.8 | 80.4 |
| Mixed | 1.6 | 1.8 |
| Other | 0.9 | 11.6 |

Policy Workshop

A policy development workshop was held with representatives from Trade Unions, People and OD, and hiring managers from various directorates. Comments from the workshop have been incorporated into the policy, with further revisions following circulation of the draft policy.

Research

| | | |
|----|--|---|
| | | <ul style="list-style-type: none"> • Staff and service user data and feedback received by Resourcing and managers • Recruitment case studies • Good practice guidelines, such as NHS Employers • Review of other NHS employers recruitment policies <p>Key findings relevant to this Policy:</p> <ul style="list-style-type: none"> • 37% of UK employers have hard-to-fill vacancies – in the public sector this number rises to 52% (New focus on upskilling needed as staff turnover and vacancies are set to decline CIPD) • Labour market shortage: In May to July 2024, the employment rate in the UK for people aged 16-64 was 74.8%, with 1.44 million people aged 16+ unemployed (https://commonslibrary.parliament.uk/research-briefings/cbp-9366/) |
| 5. | <p>Who will be affected by the strategy/ policy/ plan/ procedure/ service</p> <p>Consider staff as well as the population that the project/change may affect to different degrees.</p> | <ul style="list-style-type: none"> • All staff within the Trust. • Potential job applicants. • Population served by Public Health Wales. |

Part 2- Equality and Welsh language

6. EQIA / How will the strategy, policy, plan, procedure and/or service impact on people?

Questions in this section relate to the impact on people on the basis of their 'protected characteristics'.

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|--|---|
| 6.1 Age For most purposes, the main categories are: <ul style="list-style-type: none"> • under 18; • between 18 and 65; and • over 65 | This policy promotes inclusivity across all working-age groups and aims to prevent age discrimination through anonymised shortlisting. However, there is still a risk of unconscious bias affecting older or younger candidates, particularly during interviews or assessments. | We will continue to provide unconscious bias training as part of our recruitment and selection training package and reduce bias by incorporating age diversity examples in our training. | Regularly review applicant and recruitment data to identify any trends or areas of concern. |
| 6.2 Persons with a disability as defined in the Equality Act 2010 | The policy includes provisions for reasonable adjustments and ensures | The policy signposts readers to relevant guidance. | Regularly review applicant and recruitment data to |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|--|--|
| <p>Those with physical impairments, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes</p> | <p>requests are considered in line with legislation.</p> <p>The policy highlights the option for applicants to request participation in the Disability Confident guaranteed interview scheme.</p> <p>Online job applications may be a barrier for those with a disability.</p> <p>Despite policies and training, unconscious bias among hiring managers and staff can still affect the recruitment process.</p> | <p>We will continue to provide unconscious bias training as part of our recruitment and selection training package and reduce bias by incorporating disability diversity examples in our training.</p> <p>All our adverts provide contact details in case an alternative application method is required.</p> | <p>identify any trends or areas of concern.</p> |
| 6.3 People of different genders: | <p>The policy supports gender-neutral language</p> | | <p>The Equal Opportunities section of the Trac</p> |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|--|--|---|
| Consider men, women, people undergoing gender reassignment NB Gender-reassignment is anyone who proposes to, starts, is going through or who has completed a process to change his or her gender with or without going through any medical procedures. Sometimes referred to as Trans or Transgender | and inclusivity in job adverts and job descriptions, and recruitment practices. Despite policies and training, unconscious bias among hiring managers and staff can still affect the recruitment process. | Monitor gender diversity of applicants through the recruitment process. | application form does not include some gender types. This is due to the restricted gender types available in the NHS Electronic Staff Record (ESR) system, which is currently being re-developed. |
| 6.4 People who are married or who have a civil partner. | The policy supports equal treatment irrespective of marital or civil partnership status. Despite policies and training, unconscious bias among hiring managers | Monitor marital status of applicants through the recruitment process. | |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|---|--|
| | and staff can still affect the recruitment process. | | |
| 6.5 Women who are expecting a baby, who are on a break from work after having a baby, or who are breastfeeding. | The policy supports equal treatment and compliance with maternity rights and supportive practices. | Where a conditional or unconditional offer is made to women expecting a baby or on a break from work after having a baby, managers can backfill the vacancy with a fixed term contract or secondment until the appointee is able to start work. | As this is not part of the equal opportunities monitoring section, it is not possible to monitor this area of recruitment. |
| 6.6 People of a different race, nationality, colour, culture or ethnic origin including non-English speakers, gypsies/travellers, migrant workers | The policy promotes diversity and inclusiveness to prevent discrimination. The shortlisting process is anonymised to prevent discrimination. | Our Recruitment and Selection training provides training to recruiting managers on shortlisting and selecting fairly. | Monitor ethnic origin status of applicants through the recruitment process. |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|---|---|--|--|
| 6.7 People with a religion or belief or with no religion or belief. The term 'religion' includes a religious or philosophical belief | The policy supports equal treatment irrespective of religion or belief. | | Monitor religion/belief status of applicants through the recruitment process. |
| 6.8 People who are attracted to other people of: <ul style="list-style-type: none"> • the opposite sex (heterosexual); • the same sex (lesbian or gay); • both sexes (bisexual) | <p>All candidates are evaluated based on their skills and qualifications.</p> <p>The policy recommends that all shortlisting and interview panels have diverse representation. This is mandatory for posts at Band 8a level and above.</p> <p>Despite policies and training, unconscious bias among hiring managers</p> | <p>We are implementing a scheme called Diverse Recruitment Panel Members, whereby volunteers from across the organisation will be trained in shortlisting and interviewing. If the hiring manager is unable to convene a diverse shortlisting and/or</p> | |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|---|--|
| | <p>and staff can still affect the recruitment process.</p> | <p>interview panel from within their department, they can request a Diverse Panel Member.</p> <p>Unconscious bias training is included in our Recruitment and Selection training and videos on unconscious bias and EDI are available in our Recruitment Toolkit.</p> <p>All adverts include information on our staff diversity networks to promote Public Health Wales as an inclusive employer.</p> | |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|--|---|
| | | Monitor sexual orientation of applicants through the recruitment process. | |
| 6.9 People according to their income related group: Consider people on low income, economically inactive, unemployed/workless, people who are unable to work due to ill-health | <p>Our recruitment process ensures that all candidates, regardless of their economic background, are given equal opportunity to compete for positions.</p> <p>Some person specifications list essential qualifications that may be a barrier to people from lower-income backgrounds.</p> | <p>Many of our vacancies, where possible, offer remote interviews and flexible work options for those with limited resources or who are unable to commute to interviews.</p> <p>Where possible, equivalent experience, skills and/or knowledge will be outlined in the Person Specification.</p> | <p>As this is not part of the equal opportunities monitoring section, it is not possible to monitor this area of recruitment.</p> |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|--|--|
| 6.10 People according to where they live: Consider people living in areas known to exhibit poor economic and/or health indicators, people unable to access services and facilities | Poor economic and health conditions can limit individuals' ability to participate fully in the recruitment process, such as attending interviews. | Where possible remote interviews via Teams can be arranged. | |
| 6.11 Consider any other groups and risk factors relevant to this strategy, policy, plan, procedure and/or service | <p>Serving and ex-military personnel are offered a guaranteed interview scheme (Armed Forces Covenant).</p> <p>Individuals with a criminal record may face stigma and barriers to employment. We have a separate policy to support recruitment of people with a criminal record to ensure fair recruitment.</p> | | |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|---|--|--|--|
| | <p>Individuals with caring responsibilities may face unique challenges during the recruitment process. Our organisation has a Carers Staff Network and promotes flexible working and the same flexibility will be applied where possible during the recruitment process.</p> | | |
| 6.12 Welsh Language | | | |
| There are 2 key considerations to be made during the development of a policy, project, programme, service to ensure there are no adverse effects and/or a positive or increased positive effect on: (please note these will continue to be reviewed to ensure Public Health Wales fulfils their duties to comply with one or more standards outlined within the Welsh Language Standards (No 7) Regulations 2018) | | | |
| Opportunities for persons to use the Welsh language | 1.Direct - Limited availability of Welsh interviewers | | 1. Simultaneous translation available to facilitate Welsh |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|---|--|---|
| | <p>2. Indirect - Despite being bilingual, there are a few errors within the NHS Jobs and Trac website which may hinder a fully immersive end-to-end experience for Welsh speakers</p> <p>3. Direct - The policy re-enforces the visibility of the Welsh language. In tandem with the policy, visibility of the language will help attract further Welsh speaking applicants.</p> <p>4. Direct - The policy will help facilitate the needs</p> | | <p>2. Highlight errors and report back for amendment</p> <p>3. Explore opportunities beyond the pop-up to draw people to the Welsh language side of the website.</p> <p>4. The attraction and subsequent recruitment of Welsh speakers will help us comply more naturally to the Welsh Language Standards.</p> <p>5. Further promote and achieve the aims of the Clinical Consultation Plan which will facilitate our</p> |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|--|--|--|
| | <p>of our Welsh language service users.</p> <p>5.Direct - The reference to the Clinical Consultation Plan enables joined-up thinking throughout our operations, but also targeting key areas identified for improvement.</p> <p>6.Direct - The inter-weaving with the Workforce Planning strategy allows for the Welsh language considerations to be further embedded across the key factors in pro-actively recruiting.</p> | | <p>Welsh language capacity within the areas outlined within the plan.</p> <p>6. Further discussions between the Welsh Language Team, Resourcing and Workforce Planning</p> |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|--|--|--|
| | <p>7.Direct - The policy will increase the understanding of Welsh language recruitment matters at a strategic level, bridging knowledge gaps where they currently exist.</p> <p>8.Direct - This policy will help strengthen our position, and assist execution of our People Strategy goal to "Attract a rich pool of applicants for every vacancy including sufficient numbers of Welsh Language speakers" by 2030.</p> | | |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps | Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews | Recommendations for improvement/ mitigation/ identified gaps or opportunities |
|--|--|--|--|
| | Direct - The policy mandates bilingual recruitment processes and supports the use of Welsh. in all communications, to ensure compliance with Welsh Language Standards. | | |
| Treating the Welsh language no less favourably than the English language | The policy is compliant with Welsh Language Standards and requires that our recruitment process is fully bilingual. | | As part of our recruitment and selection training we encourage Welsh-speaking staff to participate in recruitment panels. Managers can contact our Welsh Team for further guidance and support as and when required. |

Part 3 – Health

Questions in this section relate to the impact on the health and wellbeing outcomes of the population **and** specific population groups who could be more impacted than others by a policy/project/proposal.

The part of the assessment identifies;

- which specific groups in the population could be impacted more (inequalities)
- what those potential impacts could be across the wider determinants of health framework?
- Potential gaps, opportunities to maximise positive H&WB outcomes
- Recommendations/mitigation to be considered by the decision makers

7. Identification of specific population groups

Use the WHIASU Population Groups checklist as a reference to identify the population groups who could be more impacted than others by a policy/project/proposal. The check list can be found on the PHW Integrated EqHIA guidance pages (requires link to PHW Intranet pages for additional information and resources)

The groups listed have been identified as more susceptible to poorer health and wellbeing outcomes (health inequalities) and therefore it is important to consider them in a HIA assessment. In a HIA, the groups identified, as more sensitive to potential impacts will depend on the characteristics of the local population, the context, and the nature of the proposal itself.

| 7.1 Groups identified | Rationale/explanation |
|-----------------------|-----------------------|
| n/a | |

Assessment

Complete the wider determinants framework table below providing rational/evidence where appropriate:

1. Consider how the proposal could impact on the population and specific population groups identified above (positive/negative) for each of the wider determinants (the bullets under each determinant are there as a guide)
2. Record any unintended consequences (negative impacts) and/or gaps identified
3. Record any positive impacts or missed opportunities to maximise positive health and wellbeing outcomes
4. identify and record mitigation/recommendations where appropriate

Please note you may find that not all determinants are relevant to the project/plan however recording N/A is not acceptable a rational or evidence should be explained/referenced

| Wider determinant for consideration | Positive impacts or additional opportunities | Unintended consequences or gaps | Population groups affected | Mitigation/recommendations |
|--|---|---|---|---|
| 7.2 Lifestyles <ul style="list-style-type: none"> • Diet/nutrition/breastfeeding • Physical activity • Use of alcohol, cigarettes, e-cigarettes • Use of substances, non-prescribed drugs, abuse of prescription medication • Social media use • Sexual activity • Risk-taking activity i.e. gambling, addictive behaviour | Flexible recruitment practices, such as remote interviews, can support diverse applicants, including those with different health and lifestyle needs. | Lack of access to technology may disadvantage certain applicants. | Individuals with a protected characteristic or disadvantaged background | Offer alternative interview formats, such as remote or in-person sessions where feasible. |
| 7.3 Social and community influences on health <ul style="list-style-type: none"> • Adverse childhood experiences • Citizen power and influence • Community cohesion, identity, local pride • Community resilience • Domestic violence • Family relationships • Language, cultural and spirituality • Neighbourliness • Social exclusion i.e. homelessness • Parenting and infant attachment | None identified | | | |

| | | | | |
|--|---|---|-----|--|
| <ul style="list-style-type: none"> • Peer pressure • Racism • Sense of belonging • Social isolation/loneliness • Social capital/support/networks • Third sector & volunteering | | | | |
| <p>7.4 Mental Wellbeing</p> <ul style="list-style-type: none"> • Does this proposal support sense of control? • Does it enable participation in community and economic life? • Does it impact on emotional wellbeing and resilience? | By fostering inclusive recruitment practices, the policy can enhance emotional wellbeing and resilience among potential recruits. | Stress related to the recruitment process (e.g., long waiting times, unclear expectations, anxiety related to interviews, etc) can negatively impact mental health. | All | Provide clear communication and support throughout the recruitment process. Develop materials to manage applicant expectations and reduce anxiety. |
| <p>7.5 Living/ environmental conditions affecting health</p> <ul style="list-style-type: none"> • Air quality • Attractiveness/access/availability/quality of area, green and blue space, natural space. • Health & safety, community, individual, public/private space • Housing, quality/tenure/indoor environment • Light/noise/odours, pollution • Quality & safety of play areas (formal/informal) • Road safety • Urban/rural built & natural environment • Waste and recycling • Water quality | None identified | | | |
| <p>7.6 Economic conditions affecting health</p> <ul style="list-style-type: none"> • Unemployment • Income, poverty (incl. food and fuel) • Economic inactivity • Personal and household debt | The policy includes provisions for flexible working arrangements and remote recruitment processes, which can be more | Potential barriers for those without internet access or digital skills. | | Alternative methods for application and interviews are available when appropriate. |

| | | | | |
|---|---|--|--|--|
| <ul style="list-style-type: none"> • Type of employment i.e. permanent/temp, full/part time • Workplace conditions i.e. environment culture, H&S | <p>inclusive for economically disadvantaged applicants.</p> | | | |
| <p>7.7 Access and quality of services</p> <ul style="list-style-type: none"> • Careers advice • Education and training • Information technology, internet access, digital services • Leisure services • Medical and health services • Other caring services i.e. social care; Third Sector, youth services, child care • Public amenities i.e. village halls, libraries, community hub • Shops and commercial services • Transport including parking, public transport, active travel | | | | |
| <p>7.8 Macro-economic, environmental and sustainability factors</p> <ul style="list-style-type: none"> • Biodiversity • Climate change/carbon reduction/flooding/heatwave • Cost of living i.e. food, rent, transport and house prices • Economic development including trade • Government policies i.e. Sustainable Development principle (integration; collaboration; involvement; long term thinking; and prevention) • Gross Domestic Product • Regeneration | | | | |

Stage 3

Summary of key findings and actions Please answer question 8.1 following the completion of the EHIA and complete the action plan

| Key findings: Impacts/gaps/opportunities | Actions (what is needed and who needs to do) to address the identified mitigation and recommendations | Lead |
|--|---|---|
| The recruitment and selection policy supports equality, diversity, and inclusivity. However, there is a potential risk/ impact when making recruitment decisions, due to possible biases of decision-makers. | Regularly analyse recruitment data to identify disparities or areas of concern. Monitor and enhance recruitment and selection training, ensuring training is up-to-date and meeting the requirements of the recruitment process. | Alison Davies, Resourcing and Talent Lead |

Alternatively, if appropriate, please explain the steps taken to consult with and consider the differential impact of the changes on the various protected characteristic groups (part 2) or any specific identified population groups (part 3).