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Developed by:	Recruitment Consultant and employment policy group
Director lead:	Chief People Officer
Contact for advice:	HR Representative/Recruitment Team

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RECRUITMENT AND RESOURCING POLICY

1. Introduction

The Recruitment and Resourcing Policy must be followed in full when recruiting all staff to South West Yorkshire Partnership NHS Foundation Trust (“the Trust”).

The purpose of this policy is to promote and provide a positive and inclusive work environment to attract, retain and support talent and diversity. The Trust is committed to equality of opportunity in employment and the recruitment of a diverse workforce regardless of race, gender, age, religion, nationality, belief, sexual orientation, criminal conviction history or disability. This principle will apply to recruitment and selection, promotion, transfer, training, discipline and grievance and all terms and conditions of employment. Please read in conjunction with The Trust’s Equal Opportunities in Employment Policy as well as the Disability and Reasonable Adjustments Policy.

The Trust aims to positively support the recruitment of a diverse workforce that is representative of our local communities and will aim to ensure the recruitment process does not place any barriers to an individual’s recruitment. The Trust recognises that its employees are a vital factor in the efficient and effective operation of our services and in this respect the Trust is committed to ensure that through its resourcing it attracts, selects, and recruits the right calibre of people to deliver Trust priorities, aligned to workforce planning requirements.

The Trust is committed to promoting a just culture founded on our values which will help us to achieve our mission “to *help people reach their potential and live well in their community.*” All staff are expected to uphold the Trust Values of:

- We put the person first and in the centre
- We know that families and carers matter
- We are respectful, honest, open and transparent
- We improve and aim to be outstanding
- We are relevant today and ready for tomorrow

We believe that staff attitudes and behaviours can have a major impact on the quality of care and the service user experience so as part of our recruitment process we test candidates to ensure that they can effectively display attitudes and behaviours that are consistent with the Trust’s Values.

This policy applies to all employment positions in the Trust. The recruitment of volunteers is set out the in Volunteers Policy http://nww.swyt.nhs.uk/docs/Documents/Forms/Volunteer_Policy. The engagement of bank workers is set out in the Trust’s Guidance for the Management of Bank Workers.

This policy requires that all staff employed undergo appropriate pre employment checks upon joining the Trust and thereafter as required. This includes volunteers and bank staff who will be expected to undergo pre-engagement checks which mirror the employment checks set out in this policy. This policy is based on good employment practices and employment legislation and the NHS Employers, Employment Check Standards. This policy also requires assurances that pre employment checks are undertaken by external agencies who supply temporary staff for work in the Trust.

The recruitment and resourcing management guidance, which should be read in conjunction with this policy, sets out the recruitment process along with roles and responsibilities and together with this the policy is intended to reduce bias and ensure consistency when making selection decisions, which, if challenged, can be shown to be fair.

This policy should be read in conjunction with the NHS (Appointment of Consultants) Regulation, the Professional Registration of Doctors, Nurses, Pharmacists, Pharmacy Technicians, Allied Health Professionals and Non-Clinical Staff Policy, DBS Policy and Agency Staff - guidance regarding their use and also the Trust Corporate and Local Induction Policy.

2. Purpose

The purpose of this policy is to provide managers with an inclusive framework for recruitment and selection ensuring recruitment decisions are consistent, support the organisation's strategic direction and meet operational needs.

The policy aims to enable the successful recruitment of employees who will perform well and contribute to the continuous development of the Trust, providing high quality services to the people of South and West Yorkshire.

3. Principles

The following principles applied within this policy must be followed in conjunction with the management guidance for recruitment and selection. The principles described below will support recruiting managers in making correct decisions, dealing effectively with any recruitment campaign and comply with legislation, Trust processes and good working practices.

- All candidates will receive inclusive, fair and equitable treatment and a high quality person centred service.
- Promotion of the internal staff transfer scheme to enable staff to move freely within the geographical boundaries of the Trust into a like for like role without the need for a full recruitment process.
- All vacancies will have appropriate approvals by service manager, finance and people directorate.
- The job description and person specification are essential tools and will be used throughout the process and must have been through a relevant AfC matching/evaluation process. Managing candidate expectations by clearly detailing role activities will help with recruiting the right person for the role.

- Candidates will be recruited based on merit along with demonstration of their values and behaviours being aligned to the Trust Values regardless of any protected characteristic.
- Recruiting managers must attend the Trust's Values Based Recruitment Training prior to chairing a panel.
- Selection will be carried out by a panel with at least two members within (where possible) a period of 15 working days following the closing date.
- Selection processes for Bands 8a and above should (where possible) include a staff network representative.
- Successful appointments will be based on a minimum of an application form/curriculum vitae, short listing, interview process, and completion of all pre employment checks.
- Internal opportunities can be advertised with requests for internal expression of interests without the requirement for candidates to complete a full application form.
- All fixed term posts will clearly state reasons for the role being fixed term and should the role be made permanent in the future there will be a requirement to follow the Trust's normal recruitment processes.
- All nursing students on placement at the Trust will be asked to submit an expression of interest in any Band 5 nursing vacancy and will be offered a preferential interview which will be subject to all the necessary pre employment checks. The same option can be considered for AHP students who have placements within the Trust.
- All vacancies will be advertised for a minimum of 7 calendar days.
- All candidates will be asked if they require any reasonable adjustments to any stage of the recruitment process, the Trust will make provision to meet these needs as is their duty under the Equality Act (2010)
- As a Disability Confident Employer, any disabled applicants will be guaranteed an interview if they meet the essential criteria on the person specification for the role.

In the event of an infection outbreak, pandemic or major incident, the Trust recognises that it may not be possible to adhere to all principles of the policy. In such circumstances, staff should take advice from their manager and the People Directorate, as all possible action must be taken to maintain ongoing patient and staff safety.

4. Key recruitment practices

This policy sets out 4 key areas relating to recruitment practices within the Trust that are important when a vacancy arises and the considerations needed to fill the vacancy.

- Attraction and marketing
- Resourcing effectiveness
- Resourcing experience
- Retention

4.1 Attraction and Marketing

Resourcing involves the attraction and recruitment of individuals into the right role at the right time and cost. Using relevant workforce planning data, the right marketing techniques and making use of appropriate digital tools will support us in engaging with diverse candidate pools that match our requirements. Inclusion and diversity should be integral throughout the process and through appropriate training managers will ensure all resourcing methods are inclusive and hidden bias is removed.

The Trust will promote an inclusive working environment in recruitment campaigns so candidates are aware that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances.

In order to attract a diverse workforce, there is a requirement for all recruiting managers to consider a variety of platforms and not solely rely on NHS Jobs. Whilst NHS Jobs is a key jobs board for recruiting, use of social media and other digital tools can be used to generate more creative posts about our roles. These include but are not exclusive to:

- Facebook
- Twitter
- LinkedIn
- Indeed
- Local university vacancy portals.

It is important to recognise that a 'one-size-fits all' approach to recruitment processes does not always achieve fairness and equality of opportunity for everyone so there may be circumstances when processes need to be adapted in order to achieve applications from diverse backgrounds. An example of this could be to have shortened application forms and information readily available in different languages on our careers website.

The recruitment team will ensure vacancies are uploaded to the platforms agreed with the recruiting manager within 2 working days following receipt of full approvals. Please follow the management guidance on how to submit a vacancy for approval.

It is the recruiting managers responsibility to promote a scheduled date for interviews on the advert and where possible as this enables people to plan effectively and reduce unnecessary time delays in the process.

4.1.2 Internal recruitment

It is also important not to forget our internal talent when recruiting. Providing opportunities for development and career progression can help retention and support succession planning. Where it is anticipated there are appropriately qualified candidates within the Trust internal adverts may be more appropriate in some circumstances. It is the responsibility of the recruiting manager to ensure that all candidates who would potentially be interested in the post are made aware of the vacancy and be given the opportunity to apply.

4.2 Resourcing Effectiveness

Workforce shortages are a barrier to increasing capacity so innovation and creativity in the way in which we recruit our staff is crucial to our success. There is a need to increase our workforce numbers which local and national campaigns will often support us with but in order to meet clinical demands there may be a requirement to focus on international recruitment campaigns. A separate process including use of external agencies has been identified to support this and will be kept under review. Any overseas recruitment will be undertaken in accordance with the Department of Health Guidance Management Guidance for the International Recruitment of Healthcare Professionals (2004) and any subsequent amendments.

Understanding our resourcing effectiveness is key to understanding what works well and will help to identify areas for improvement. Therefore, data will be reviewed on a 6 monthly basis and or ad hoc basis to identify any posts where a recruitment campaign has failed to recruit or has taken more than 3 months to fill.

The recruitment process should commence at the earliest opportunity once a vacancy arises (i.e., resignation of the current postholder or following approval of the business case if it is a new post) ensuring the job description and person specification has been through the appropriate Agenda for Change matching/job evaluation process.

4.3 Resourcing Experience

“Beyond hiring the right person for the job, candidate experience is a key part of resourcing. The recruitment process is not just about employers identifying suitable employees, but candidates finding out more about the organisation and considering if it’s where they would like to work, in person or remotely.” (CIPD, August 2022)

Our aim is to deliver a person centred approach to our recruitment campaigns to ensure candidates are kept up to date with information and processes. Evidence suggests that one of the most frustrating experiences for candidates is the lack of communication once a candidate has applied for a role. The Trust will provide regular status updates to all candidates at various stages of the process.

All applications will be treated confidentially and circulated only to those individuals involved in the recruitment process and prompt acknowledgement of an application (where successful or unsuccessful) is good practice and will present a positive image of the Trust.

4.3.1 Selection processes

The selection of candidates will involve two main processes:

- Shortlisting
- Interview

4.3.2 Shortlisting

Shortlisting should take place as soon as the closing date has passed using the appropriate digital system. It is good practice to review applications when they are submitted or have adequate time booked out to undertake the shortlisting process (see management guidance) immediately after the closing date reducing the risk of losing candidates before interview.

During the shortlisting process, recruitment managers will assess candidates' applications through criteria determined within the person specification. For further information on how to conduct a shortlist process please refer to the management guidance.

4.3.3 Interview

The interview is the recruiting managers best opportunity to get to know the candidates and evaluate whether they'll be a good fit for the job. From a candidate perspective it is also a good opportunity for them to get further insight about the Trust. Using a structured values based interview process will help recruiting managers make decisions clearly and avoid confusion. Speed is of the essence here as candidates are likely to have numerous interviews lined up so it is good practice to hold interviews within 2 calendar weeks of the closing date where possible (especially where recruiting managers have identified an interview date on the advert.) In line with the Trust's aim to provide person centred approaches, feedback should be offered to all candidates following interview.

Additional methods for interview should also be considered where necessary. These may include but not limited to:

- Values based assessment centre approach
- Stakeholder engagement sessions
- Written task
- Presentation

Reasonable adjustments may be required for individuals who have disclosed a disability for example additional time allowed.

Promises or agreements must never be made with a candidate at interview. Whilst only verbal, they are contractually binding and if not fulfilled, may lead to claims of grievance or constructive dismissal at a later date.

4.3.4 Making an appointment

Whilst a verbal conditional offer of employment should be made to the successful candidate, a formal conditional offer of employment should always be made in writing. This will be processed by the recruitment team and will be subject to appropriate pre-employment checks to fulfil our legal obligations and also in line with NHS employment standard regulations. These are:

- Identity checks
- Professional registration and qualification checks
- Employment history and reference checks
- Work health assessments
- Criminal records checks
- Right to work check standard

Further information on the NHS employment check standards and regulations can be found [here on the NHS Employers website](#)

The Recruitment Team will check that all pre employment checks have been undertaken and where they have not met Trust standards the issues are raised with

the Recruiting Manager and an HR Advisor. Subsequent discussions may result in the withdrawal of an offer of employment

All new starters to the Trust will also be issued with a written statement of particulars of employment (commonly known as contract of employment) as soon as possible but no later than 8 weeks following their commencement date.

4.4 Retention

Retention is an important consideration as part of the recruitment process in understanding why a member of staff is thinking about leaving us and if there is anything we can do to prevent this (see 5.1 exit interviews).

The Trust will promote the following practices which are shown to play a positive part in improving retention but will also support the Trust in attracting new talent:

- Being flexible – consideration of working hours and times; part time options; compressed hours, term time working; hybrid working practices
- Have an inclusive team – ensuring all staff members have a voice and feel comfortable expressing their views. All staff should be treated fairly and equitably.
- Access to quality health and wellbeing services – the Trust is committed to the health and wellbeing of all staff and will continue to offer an extensive service provision through a self-referral or management referral system.
- Career development – staff will have equitable opportunity to access training and development to enhance their prospect for career progression and support the Trust with succession planning.

4.4.1 Appraisals

One of the ways the Trust can work to embed a high performance culture is through the use of the Appraisal experience that places our staff at the heart of the assessment and development process. Staff have the right to receive a transparent and objective assessment of their performance and be given equal opportunity to develop the skills, knowledge, values and behaviours they need to perform effectively. By appraising staff regularly it provides a forum for meaningful conversations to take place including if they are thinking of leaving and what the Trust might be able to do to retain them.

4.4.2 Exit interviews

Exit interviews can provide valuable information about why a member of staff is leaving the Trust as well as identifying any particular team, care group or staff demographic that have taken the decision to leave. All staff will be asked to complete an exit interview questionnaire upon tendering their resignation which may be followed up with a meeting where deemed appropriate or requested by the staff member.

5. Monitoring the compliance and effectiveness of this policy

The Chief People Officer will ensure that a process is in place to monitor the compliance and effectiveness of this policy. This will include:

- Consideration of any complaints as they arise in relation to the application of the policy ensuring that issues are addressed both through feedback to Appointing/Recruiting Officers and People Directorate staff and through amendment as required to the policy.
- The People Directorate will prepare an Equality Workforce Monitoring Annual Report setting out the impact of the nine protected characteristics of Equality and Diversity on the organisation's recruitment and selection process.
- The Annual Report will be considered at the Equality and Diversity Steering Group where any trends can be discussed and actions agreed. Actions will be monitored and updated at subsequent meetings of the group at agreed intervals.
- The Recruitment and Selection Policy will be subject to review by the Trust's Auditors.
- Where any monitoring is conducted and identifies any deficiencies in the recruitment process, an action plan to ensure that any changes required are implemented.

6. References

- Equal Opportunities in Employment Policy
- Care Quality Commission New Care Standards
- NHS LA Standards
- Equal Opportunities in Employment Policy
- Care Quality Commission New Care Standards
- NHS LA Standards
- NHS Employers Management Guidance for Overseas Recruitment
- NHS Employment Check Standards
- Equality Act 2010
- Rehabilitation of Offenders Act 1974 and new Guidance 2014
- Immigration, Act (2014),
- Professional Registration of Doctors, Nurses, Pharmacists, Pharmacy Technicians, Allied Health Professionals and Non-Clinical Staff Policy
- DBS Policy
- Value Based Induction Policy
- Volunteers Policy
- Appraisal Policy
- Guidance for the Management of Bank Workers

7. Equality Impact Assessment

This can be found at Appendix 1.

8. Version Control

See Version Control Document at Appendix 2.

9. Policy Dissemination

This policy will be placed on the Trust's website and intranet. Managers will be made aware of the launch of the policy and training in the policy and associated procedure will be made available

Equality Impact Assessment template to be completed for all policies, procedures and strategies

Date of EIA: 12 January 2023

Review Date: January 2026

Completed By: Sandy Stones, Recruitment Consultant

	QUESTIONS	ANSWERS AND ACTIONS
1	<p>What is being assessed?</p> <p>Prompt: what is the function of this document (new or revised)</p>	<p>Recruitment and Resourcing Policy (Revised)</p>
2	<p>Description of the document</p> <p>Prompt: What is the aim of this document</p>	<p>The aim of this policy is to promote and provide a positive and inclusive work environment to attract, retain and support talent and diversity through the recruitment process.</p>
3	<p>Lead contact person for the Equality Impact Assessment</p>	<p>Sandy Stones, Recruitment Consultant</p>
4	<p>Who else is involved in undertaking this Equality Impact Assessment</p>	<p>Paul Brown, HR Business Partner</p>
5	<p>Sources of information used to identify barriers etc</p> <p>Prompts: service delivery equality data – refer to equality dashboards (BI Reporting - Home (sharepoint.com)), satisfaction surveys, complaints, local demographics, national or local research & statistics, anecdotal. Contact InvolvingPeople@swyt.nhs.uk for insight</p> <p>What does your research tell you about the impact your proposal will have on the following equality groups?</p>	<p>Equality Workforce Monitoring Annual Report 2022 WDES Annual Report 2022 WDES Action Plan 2022</p> <p>(*For any specific points mentioned e.g., see 2.1.3, these refer directly to the Equality Workforce Monitoring Report 2022)</p> <p>*See point 2.1.3 in report for applicants and shortlisted candidates</p> <p>There were 14,117 applicants during the audit period; this includes medical staff. Of these 5,283 were shortlisted.</p>

5a	<p>Disability Groups:</p> <p>Prompt: Learning Disabilities or Difficulties, Physical, Visual, Hearing disabilities and people with long term conditions such Diabetes, Cancer, Stroke, Heart Disease etc. Accessible information standard</p>	<p>See point 2.3.3 in report for applicants and shortlisted candidates who report to have a disability. Of the 14,117 applicants, 964 (6.8%) considered themselves to have a disability. For the shortlisted candidates, 429 (8.1%) stated they had a disability.</p> <p>For the total workforce, 8.7% of staff have declared a disability.</p> <p>People living with a disability may be attracted to employers and having a willingness to disclose a disability to employers who actively promote equality in this area and have associated staff networks. The Trust has also recently launched a staff disability and reasonable adjustments policy which outlines 5 supportive steps to support staff with a disability.</p>
QUESTIONS		ANSWERS AND ACTIONS
5b	<p>Gender:</p> <p>Prompt: Female & Male issues should be considered</p>	<p>See point 2.4.2.1 for gender ratio of starters to the Trust</p> <p>The gender split for all non-medical starters is approximately 81%/19% female to male. Band 5 has a higher percentage of female new starters than the overall Trust figure. The overall gender split is echoed in most of the lower bands, bands 8b and above tend to have a higher percentage of male staff.</p> <p><i>There is no specific data relating purely to applicants and shortlisted candidates.</i></p>
5c	<p>Age:</p> <p>Prompt: Older people & Young People issues should be considered</p>	<p>See point 2.2.3 for age of applicants and shortlisted candidates The highest percentage of both applicants and shortlisted candidates falls in the 20-29 age band. The lowest numbers are in the 19 & under and the 60 and over age groups.</p> <p>See point 2.2.4 for age of staff being promoted internally to the Trust A total of 471 staff were promoted in 2021, most staff promoted during 2021 are aged between 20 and 49 with just over 84% of promoted staff being in those age ranges. No staff aged under 20 or over 69 were promoted during 2021</p>
5d	<p>Sexual Orientation:</p> <p>Prompt: Heterosexual, Bisexual, Gay, Lesbian groups are included in this Category</p>	<p>See point 2.6.3 for sexual orientation figures of applicants and shortlisted candidates There does not appear to be a significant difference between the applicants and shortlist in terms of sexual orientation however it is noted that there is a number of applicants who do not wish to share this information.</p> <p>People of LGBTQ+ communities may be attracted to employers who actively promote equality in this area and have associated staff networks.</p>
5e	<p>Religion & Belief:</p> <p>Prompt: Main faith groups and people with no belief or philosophical belief issues should be considered</p>	<p>See point 2.5.3 for religion/belief of applicants and shortlisted candidates Analysis suggests that the number of people who did not disclose a religious belief is around 11% for applications and 12% for shortlisted candidates</p>

		People of different faiths and beliefs may be attracted to employers who actively promote equality in this area and have associated staff networks.
5f	<p>Marriage and Civil Partnership</p> <p>Prompt: Single, Married, Co-habiting, Widowed, Civil Partnership status are included in this category</p>	<p>See point 2.7.2 for marital status of new starters to the Trust</p> <p>51.4% of new starters are single which is likely to be due to the number of new starters who fall into the 20-29 age band.</p> <p>1.6% of new starters have reported being in a civil partnership.</p>
5g	<p>Pregnancy and Maternity</p> <p>Prompt: Currently pregnant or have been pregnant in the last 12 months should be considered</p>	Data not available
5h	<p>Gender Re-assignment</p> <p>Prompt: Transgender issues should be considered</p>	Data not available
5i	<p>Carers</p> <p>Prompt: Caring responsibilities paid or unpaid, hours this is done should be considered</p>	Data not available
5j	<p>Race</p> <p>Prompt: Indigenous population and BME Groups such as Black African and Caribbean, Mixed Heritage, South Asian, Chinese, Irish, new Migrant, Asylum & Refugee, Gypsy & Travelling communities.)</p>	<p>See point 2.8.2 for Ethnicity of new starters to the Trust</p> <p>Analysis shows that the ethnic mix of non-medical new starters improves on the Trust staff in post profile position (see the extract in Table 51) across all the minority ethnic groups. When including medical staff, this position improves even more.</p> <p>Non-medical new starters from an Asian background are still under-represented compared with the combined local populations.</p> <p>People of diverse backgrounds may be attracted to employers who actively promote equality in this area and have associated staff networks.</p>

Action Plan

EIAs are now reviewed using a grading approach which is in line with our Equality Delivery System (EDS). This rates the quality of the EIA. This means that the team can review the EIA and make recommendations only. The rating and suggested standards are set out below:

- **Under-developed** – red – **No data. No strands** of equality
- **Developing** – amber – **Some census data plus workforce. Two strands** of equality addressed
- **Achieving** – green – **Some census data plus workforce. Five strands** of equality addressed
- **Excelling** – purple – **All the data and all the strands** addressed

Potential themes for actions: Geographical location, built environment, timing, costs of the service, make up of your workforce, stereotypes and assumptions, equality monitoring, community relations/cohesion, same sex wards and care, specific issues/barriers.

Who will benefit from this action? (tick all that apply)		Action 1: This is what we are going to do	Lead/s	By when	Update -outcome	RAG
Age	X	Build a strong, supportive and inclusive culture based on our strategic objective of being a Great Place to Work. This will include: <ul style="list-style-type: none"> - Increased learning and development opportunities - Flexible working approaches to enhance work/life balance - Promotion of wellbeing of staff - Continued engagement with staff equality networks 	People Directorate	March 2024		
Disability	X					
Gender reassignment	X					
Marriage and civil partnership	X					
Race	X					
Religion or belief	X					
Sex	X					
Sexual Orientation	X					
Pregnancy maternity	X					
Carers	X					

Who will benefit from this action? (tick all that apply)		Action 2: This is what we are going to do	Lead/s	By when	Update -outcome	RAG

Age	X	Identify and explore targeted recruitment campaigns for under-represented groups.	Head of Resourcing / People Directorate	March 2024		
Disability	X					
Gender reassignment	X					
Marriage and civil partnership	X					
Race	X					
Religion or belief	X					
Sex	X					
Sexual Orientation	X					
Pregnancy maternity	X					
Carers	X					

Who will benefit from this action? (tick all that apply)	Action 3: This is what we are going to do	Lead/s	By when	Update -outcome	RAG
Age	Put measures in place to encourage more staff to feel comfortable sharing	Head of Resourcing	March 2024		
Disability					

Gender reassignment	X	equality information by promoting our commitment to equality in all of our recruitment literature.				
Marriage and civil partnership	X					
Race	X					
Religion or belief	X					
Sex	X					
Sexual Orientation	X					
Pregnancy maternity	X					
Carers	X					

Involvement & Insight: New or Previous (please include any evidence of activity undertaken in the box below)

2021/22 has seen a significant increase in the profile of recruitment of retention and the Trust has undertaken various programmes of work to increase the workforce (including its diversity) and reduce the number of vacancies.

As the recruitment and resourcing policy was being rewritten and considerable number of vacancies being attributed to nursing and AHP, engagement about the policy was with the Nursing and Professions Directorate as well as the People Directorate and the employment policy group.

The Policy has been shared with:
Nursing and Professions Directorate
The People Directorate
Staff Side.

7 Methods of Monitoring progress on Actions

To obtain and review relevant data available for the recruitment cycle at regular intervals.

To obtain and review relevant data from staff surveys

To obtain and review data from exit questionnaires.

To review the data in the Equality Workforce Annual Report (2024).

A review of outcomes will be undertaken annually.

8 Publishing the Equality Impact Assessment

Appendix to the policy, published on the intranet.

9 Signing off Equality Impact Assessment:



Lindsay Jensen, Deputy Chief People Officer (date) 17.1.22

Once approved, you must forward a copy of this Assessment/Action Plan by email to:

InvolvingPeople@swyt.nhs.uk

Please note that the EIA is a public document and will be published on the web.

Failing to complete an EIA could expose the Trust to future legal challenge.

www.southwestyorkshire.nhs.uk

With all of us in mind.

Version Control Sheet

Version	Date	Author	Status	Comment / changes
1.0	Sept 2012	Janet Hirst, HR Business Partner/ Hazel Higgs, Recruitment Manager	Previous	This is not the first version. Prior to Barnsley joining SWYPFT both organisations had their own recruitment policies. The policies have been combined and changes made to reflect new practices in the bigger organisation.
2.0	Jan 2023	Sandy Stones, Recruitment Consultant	Current	This is a re-write of the recruitment and selection policy now known Recruitment and Resourcing Policy. The policy reflects the Trust's ongoing commitment to inclusive recruitment practices.