

## 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 <a href="mailto:Alison.Davies37@wales.nhs.uk">Alison.Davies37@wales.nhs.uk</a> People and Organisational Development Directorate
3.	Objectives of strategy/ policy/ plan/ procedure/ service	<ul style="list-style-type: none"> <li>• Ensure transparent and robust recruitment and selection procedures.</li> <li>• Recruit and retain staff with necessary skills and abilities.</li> <li>• Comply with current employment legislation, including the Equality Act 2010 and Welsh Language Standards (No.7) Regulations 2018.</li> <li>• Promote a fair, consistent, and effective approach to recruitment and selection.</li> </ul>
4.	Evidence and background information considered. For example <ul style="list-style-type: none"> <li>• population data</li> <li>• staff and service users data, as applicable</li> <li>• needs assessment</li> <li>• engagement and involvement findings</li> </ul>	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.

<b>Gender</b>	<b>% of PHW headcount, 2024</b>
Female	73.0
Male	27.0

<b>Sexual Orientation</b>	<b>% Wales population</b>	<b>% PHW headcount</b>
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

<b>Ethnicity</b>	<b>% Wales population</b>	<b>% PHW headcount</b>
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"> <li>• Staff and service user data and feedback received by Resourcing and managers</li> <li>• Recruitment case studies</li> <li>• Good practice guidelines, such as NHS Employers</li> <li>• Review of other NHS employers recruitment policies</li> </ul> <p>Key findings relevant to this Policy:</p> <ul style="list-style-type: none"> <li>• 37% of UK employers have hard-to-fill vacancies – in the public sector this number rises to 52% (<a href="#">New focus on upskilling needed as staff turnover and vacancies are set to decline   CIPD</a>)</li> <li>• 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 (<a href="https://commonslibrary.parliament.uk/research-briefings/cbp-9366/">https://commonslibrary.parliament.uk/research-briefings/cbp-9366/</a>)</li> </ul>
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"> <li>• All staff within the Trust.</li> <li>• Potential job applicants.</li> <li>• Population served by Public Health Wales.</li> </ul>

## 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'.

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
<b>6.1 Age</b> For most purposes, the main categories are: <ul style="list-style-type: none"> <li>• under 18;</li> <li>• between 18 and 65; and</li> <li>• over 65</li> </ul>	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.
<b>6.2 Persons with a disability as defined in the Equality Act 2010</b>	The policy includes provisions for reasonable adjustments and ensures	The policy signposts readers to relevant guidance.	Regularly review applicant and recruitment data to

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
Those with physical impairments, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes	<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>	identify any trends or areas of concern.
<b>6.3 People of different genders:</b>	The policy supports gender-neutral language		The Equal Opportunities section of the Trac

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
Consider men, women, people undergoing gender reassignment  <b>NB</b> 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.
<b>6.4 People who are married or who have a civil partner.</b>	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.	

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	and staff can still affect the recruitment process.		
<b>6.5 Women who are expecting a baby, who are on a break from work after having a baby, or who are breastfeeding.</b>	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.
<b>6.6 People of a different race, nationality, colour, culture or ethnic origin including non-English speakers, gypsies/travellers, migrant workers</b>	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.

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
<b>6.7 People with a religion or belief or with no religion or belief.</b> 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.
<b>6.8 People who are attracted to other people of:</b> <ul style="list-style-type: none"> <li>• the opposite sex (heterosexual);</li> <li>• the same sex (lesbian or gay);</li> <li>• both sexes (bisexual)</li> </ul>	All candidates are evaluated based on their skills and qualifications.  The policy recommends that all shortlisting and interview panels have diverse representation. This is mandatory for posts at Band 8a level and above.  Despite policies and training, unconscious bias among hiring managers	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	

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	<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 basis 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>	

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
		Monitor sexual orientation of applicants through the recruitment process.	
<b>6.9 People according to their income related group:</b> 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>

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
<b>6.10 People according to where they live:</b> 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.	
<b>6.11 Consider any other groups and risk factors relevant to this strategy, policy, plan, procedure and/or service</b>	<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>		

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	<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>		
<b>6.12 Welsh Language</b>			
<b>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:</b> (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)			
<b>Opportunities for persons to use the Welsh language</b>	1.Direct - Limited availability of Welsh interviewers		1. Simultaneous translation available to facilitate Welsh

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	<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>

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	<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>

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	<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>		

<b>How will the strategy, policy, plan, procedure and/or service impact on:-</b>	<b>Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps</b>	<b>Action taken by Directorate.</b> Make reference to where the mitigation is included in the document, as appropriate <b>This column is to be updated in future reviews</b>	<b>Recommendations for improvement/ mitigation/ identified gaps or opportunities</b>
	Direct - The policy mandates bilingual recruitment processes and supports the use of Welsh. in all communications, to ensure compliance with Welsh Language Standards.		
<b>Treating the Welsh language no less favourably than the English language</b>	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

<b>Wider determinant for consideration</b>	<b>Positive impacts or additional opportunities</b>	<b>Unintended consequences or gaps</b>	<b>Population groups affected</b>	<b>Mitigation/recommendations</b>
<b>7.2 Lifestyles</b> <ul style="list-style-type: none"> <li>• Diet/nutrition/breastfeeding</li> <li>• Physical activity</li> <li>• Use of alcohol, cigarettes, e-cigarettes</li> <li>• Use of substances, non-prescribed drugs, abuse of prescription medication</li> <li>• Social media use</li> <li>• Sexual activity</li> <li>• Risk-taking activity i.e. gambling, addictive behaviour</li> </ul>	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.
<b>7.3 Social and community influences on health</b> <ul style="list-style-type: none"> <li>• Adverse childhood experiences</li> <li>• Citizen power and influence</li> <li>• Community cohesion, identity, local pride</li> <li>• Community resilience</li> <li>• Domestic violence</li> <li>• Family relationships</li> <li>• Language, cultural and spirituality</li> <li>• Neighbourliness</li> <li>• Social exclusion i.e. homelessness</li> <li>• Parenting and infant attachment</li> </ul>	None identified			

<ul style="list-style-type: none"> <li>• Peer pressure</li> <li>• Racism</li> <li>• Sense of belonging</li> <li>• Social isolation/loneliness</li> <li>• Social capital/support/networks</li> <li>• Third sector &amp; volunteering</li> </ul>				
<p><b>7.4 Mental Wellbeing</b></p> <ul style="list-style-type: none"> <li>• Does this proposal support sense of control?</li> <li>• Does it enable participation in community and economic life?</li> <li>• Does it impact on emotional wellbeing and resilience?</li> </ul>	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><b>7.5 Living/ environmental conditions affecting health</b></p> <ul style="list-style-type: none"> <li>• Air quality</li> <li>• Attractiveness/access/availability/quality of area, green and blue space, natural space.</li> <li>• Health &amp; safety, community, individual, public/private space</li> <li>• Housing, quality/tenure/indoor environment</li> <li>• Light/noise/odours, pollution</li> <li>• Quality &amp; safety of play areas (formal/informal)</li> <li>• Road safety</li> <li>• Urban/rural built &amp; natural environment</li> <li>• Waste and recycling</li> <li>• Water quality</li> </ul>	None identified			
<p><b>7.6 Economic conditions affecting health</b></p> <ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Income, poverty (incl. food and fuel)</li> <li>• Economic inactivity</li> <li>• Personal and household debt</li> </ul>	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"> <li>Type of employment i.e. permanent/temp, full/part time</li> <li>Workplace conditions i.e. environment culture, H&amp;S</li> </ul>	<p>inclusive for economically disadvantaged applicants.</p>			
<p><b>7.7 Access and quality of services</b></p> <ul style="list-style-type: none"> <li>Careers advice</li> <li>Education and training</li> <li>Information technology, internet access, digital services</li> <li>Leisure services</li> <li>Medical and health services</li> <li>Other caring services i.e. social care; Third Sector, youth services, child care</li> <li>Public amenities i.e. village halls, libraries, community hub</li> <li>Shops and commercial services</li> <li>Transport including parking, public transport, active travel</li> </ul>				
<p><b>7.8 Macro-economic, environmental and sustainability factors</b></p> <ul style="list-style-type: none"> <li>Biodiversity</li> <li>Climate change/carbon reduction/flooding/heatwave</li> <li>Cost of living i.e. food, rent, transport and house prices</li> <li>Economic development including trade</li> <li>Government policies i.e. Sustainable Development principle (integration; collaboration; involvement; long term thinking; and prevention)</li> <li>Gross Domestic Product</li> <li>Regeneration</li> </ul>				

**Stage 3**

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

<b>Key findings: Impacts/gaps/opportunities</b>	<b>Actions (what is needed and who needs to do) to address the identified mitigation and recommendations</b>	<b>Lead</b>
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).**