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Public Health  
Wales

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## 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

[All corporate policies and procedures are available on the Public Health Wales website](#)

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.

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**Summary of reviews/amendments**

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2		17/02/25	03/04/25	Updated Policy

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## 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](mailto: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](mailto: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.