

Equalities Impact Assessment for Recruitment And Selection Code Of Practice

Service/Policy	HR / Customer Services	Section: HR	Person responsible for the assessment		Judith Fear Head of HR & Customer Services/Shona Gray	
Name of the Policy/Service to be assessed	Recruitment And Selection Code Of Practice	Date of Assessment	28/06/2012	Is this a new or existing policy/service?	Existing	
1. Briefly describe the aims, objectives and purpose of the policy/service		<p>The Code of Practice sets out Hertsmere Borough Council's approach to the recruitment and selection of employees to all jobs within the Council.</p> <p>The Council's aim is to ensure that all appointments are made in a fair and consistent manner. No bias should be shown at any part of the procedure and full regard will be given to all legislation relative to equal opportunities.</p>				
2. Are there any associated objectives of the policy/service, please explain		<p>The Code of Practice sets out clear guidance notes to assist managers and supervisors in the recruitment and selection of employees. The code covers various aspects of recruitment and selection including – equal opportunities in recruitment and selection; filling a vacancy; preparing a job specification; advertising; short listing; occupational testing; interviewing; selecting; and making a job offer.</p>				
3. Who is intended to benefit from the policy/service and in what way		<p>All internal and external job applicants applying for jobs directly with the council or through an agency, regardless of the nature of work for which they apply – permanent, temporary or fixed-term. All job applicants would benefit from being treated fairly, consistently and in accordance with best practice including relevant legislation.</p> <p>The Code also benefits the council as it enables the council to be an employer of choice, promoting best practice in recruitment and selection and meeting its legal obligations.</p>				
4. What outcomes are wanted from this policy/service?		<p>The benefits of putting the Code into place include:</p> <ul style="list-style-type: none"> • enabling compliance with legal requirements, • ensuring fairness and consistency in recruitment and selection, • promoting the council as an employer of choice attracting / recruiting the best candidates, • equal access to employment for everyone, and • equipping recruiters and selectors with relevant skills and knowledge. <p>We aim to develop and deliver services that are high quality, accessible, and meet the customers' needs/requirements – e.g. making reasonable adjustments for disabled job applicants.</p>				

5. What factors/forces could contribute/detract from the outcomes?	<ul style="list-style-type: none"> • Resources – funding, staffing, and technology. • Recruiters/selectors across the council, employment agencies, partner organisations (for shared services) whose commitment is needed to achieve the outcomes of the Code. • Provision of training / guidance • Monitoring – including monitoring the profile of people recruited via third party agencies. . • Top level commitment and strategic ownership 		
6. Who are the main stakeholders in relation to the policy/service?	<ul style="list-style-type: none"> • Job applicants – internal / external. • HR & Customer Services • Chief officers / service heads. • Partners – recruitment agencies; schools / other stakeholders in relation to work placements, etc. 	7. Who implements the policy/service and who is responsible for the policy/service?	Implements: Head of HR & Customer Services and all recruiters/selectors. Responsible: Portfolio Holder & Senior Management Team

	Y/N	Concern	Evidence to Support Yes/No Assessment
8. Are there concerns that the policy could have a differential impact on people due to their age	Y Y	<p>There is a concern that the Code could have a differential impact on younger people seeking work experience placements.</p> <p>We need to ensure that access channels meet the needs / requirements of diverse age groups.</p>	<p>The council's equality and diversity scheme 2007–2010 contains evidence that, during the period October 2006 – September 2007, a total of 102 job applicants were in the 50+ age band compared with significantly higher numbers of job applicants from other (younger) age bands. As of October 2007, 169 employees (out of a total of 458 employees) were in the 50+ age band – being the age band with the single largest number of employees across the council.</p>
9. Are there concerns that the policy could have a differential impact due to disability	Y	<p>Some disabled job applicants could have difficulties accessing employment; e.g. due to lack of awareness of the Access to Work Scheme.</p> <p>If the Code is not properly implemented it could have a differential impact on disabled job applicants; for example, those unable to access job vacancies on the council's web site; people with speech impairment, learning difficulties, reading and writing difficulties for whom there could be issues with filling in application forms or performing effectively at a job interview.</p> <p>There are also concerns in relation to the number of disabled people recruited to senior posts.</p>	<p>Reasonable adjustments have been made for disabled job applicants in order to enable them to access employment. Data on job applicants for the period October 2006 – September 2007 reported in the council's equality and diversity scheme 2007 –2010 shows the council attracts disabled job applicants. The 2007-2010 scheme also contains evidence that disabled employees are satisfied with the reasonable adjustments made for them at work – which enables them to carry out their work and could also enhance the prospects for career progression.</p> <p>However, in 2006/07 the percentage of top 5% of earners who were disabled was 0.00%.</p> <p>We don't have evidence of embedding disability equality initiatives such as assisting disabled job applicants via the Access to Work Scheme.</p> <p>The council has now acquired the Disability Symbol and would be seeking actively to remedy any differential impact on disabled people in the recruitment and selection process.</p>
10. Are there concerns that the policy	Y	If the Code is not properly implemented it	Data on job applicants for the period October 2006 –

could have a differential impact due to gender reassignment		could have a differential impact on more women than men. This is because more women apply for jobs on a part-time / job share basis. There are also concerns in relation to the number of women recruited to senior posts.	September 2007 reported in the council's equality and diversity scheme 2007 –2010 shows the council attracts job applicants from both genders and that more women than men applied for jobs. Anecdotal evidence suggests that there are not many posts currently filled on a part-time or job share basis. Also, the total number of women employed as of October 2007 was 256 (56% of total employees); but the percentage of top 5% of earners that are women in 2006/07 was 18.35%
11. Are there concerns that the policy could have a differential impact on people due to their marital status (but only in respect of eliminating unlawful discrimination)	No	No Concerns	There is no date to suggest that there would be an impact on a candidate due to their marital status
12. Are there concerns that the policy could have a differential impact on people due to pregnancy and maternity	Y	If the Code is not properly implemented it could have a differential impact on more women than men. This is because more women apply for jobs on a part-time / job share basis. There are also concerns in relation to the number of women recruited to senior posts.	
13. Are there concerns that the policy / service could have a differential impact on racial groups?	Y	People with language / communication needs	Evidence from use of language line and translation requests in relation to customer services suggests there could be issues regarding access to employment for people with language or communication needs.
	Y	Cultural differences and how to deal with them; e.g. at a job interview.	Evidence from training courses shows some managers are unaware of aspects of cultural differences that could impact on interviewing. For example, whilst having a conversation, some ethnic minority people avoid eye contact as a mark of respect for authority; but interviewers used to a different cultural convention who expect interviewees to have eye contact with them might misinterpret this as dodgy or shifty.
	Y	If the Code is not properly implemented it could have a differential impact on people of ethnic minority backgrounds. There are also concerns in relation to the	Data on job applicants for the period October 2006 – September 2007 reported in the council's equality and diversity scheme 2007 –2010 shows the council attracts job applicants and employs people from diverse racial groups. However, in

		number of people of ethnic minority backgrounds recruited to senior posts.	2006/07 the percentage of top 5% of earners from ethnic minorities was 18.35%
14. Are there concerns that the policy could have a differential impact on people due to their religion / belief?	N	No concern	There is no evidence of concern in relation to religion / belief. The current equalities monitoring form which is appended to the job application form does not contain a question on religion / belief and there is no quantitative or qualitative data that indicates concern in relation to this equality strand.
15. Are there concerns that the policy could have a differential impact on people due to their sex	Y	If the Code is not properly implemented it could have a differential impact on more women than men. This is because more women apply for jobs on a part-time / job share basis. There are also concerns in relation to the number of women recruited to senior posts.	
16. Are there concerns that the policy could have a differential impact on people due to sexual orientation	N	No concern	There is no evidence of concern in relation to sexual orientation. The current equalities monitoring form which is appended to the job application form does not contain a question on sexual orientation and there is no quantitative or qualitative data that indicates concern in relation to this equality strand.
17. Are there concerns that the policy could have a differential impact on people due to them having dependants/caring responsibilities?	Y Y	We currently don't offer crèche facilities or child care vouchers, etc, which might be of interest to some job applicants Working time (e.g. 9am – 5pm) may not be suitable for people who care for dependants or have caring responsibilities	Although recruitment is about access to employment, the features of employment could affect the decision about applying for a job with the council. The council's equality and diversity scheme 2007 –2010 contains evidence of a range of family-friendly initiatives that could enhance access to employment for people with dependants / caring responsibilities; e.g. home working, flexi and flexible working arrangements, enhanced maternity/paternity leave provisions, career break scheme – up to two years, etc.
18. Are there concerns that the policy / service could have a differential impact on people due to their offending past?	Y	Not everyone involved in recruitment and selection might be aware of how to deal with issues regarding the Rehabilitation of Offenders Act 1974, etc.	Although the recruitment/selection Code <u>could</u> have a differential impact on people with an offending past, we do not have evidence to show that this is actually the case. The HR service supports managers in dealing with this aspect of recruitment and helps to avoid any differential impact.

<p>19. Could the differential impact identified in 8-18 amount to there being the potential for adverse impact in this policy / service</p>	<p>Y</p>	<p>Language and communication for some disabled people and some ethnic minority groups</p>	<p>The small numbers of disabled people and people of ethnic minority backgrounds applying for jobs, together with the evidence of the small numbers of employees from these groups, might suggest there is adverse impact in relation to the respective equality strands. However, the evidence is inconclusive and it does not prove such an adverse impact. The evidence that relatively fewer people from some equality groups apply for jobs does not necessarily or sufficiently prove that the recruitment and selection function disadvantages any equality group. Members of all groups have an equal right of access to jobs within the council. The number of job applicants from various groups is a reflection of the make up of the local population rather than due to a lack of access. For example, the borough has an ethnic minority population of 7.5%. In 2006-2007, the percentage of the council's employees from minority ethnic backgrounds was 7.60%; slightly higher than the ethnic minority population of the borough.</p> <p>The potential for adverse impact in relation to language and communication for some disabled people and some ethnic minority groups does not actually mean there is adverse impact on the equality groups.</p> <p>The council takes proactive steps to prevent discrimination and ensure no group is disadvantaged. For example, the council offers translation facilities, uses Language line and interpreters, offers to produce information in alternative formats including Braille, and makes other reasonable adjustments for disabled people.</p>		
<p>20. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason</p>	<p>N</p>	<p>Not Applicable (N/A)</p>	<p>N/A</p>		
<p>21. Should the policy proceed to a partial impact assessment?</p>	<p>N</p>	<p>There is not enough evidence to support or prove the concerns. The council ensures access to employment via various</p>	<p>22. If Yes, is there enough evidence to proceed to a full EqIA?</p>	<p>N/A</p>	

		<p>sources. The main access points for recruitment include the council's website, the intranet, <i>Hertshere</i> – staff magazine, job advertisements – various media, employment agencies, partner organisations in relation to shared services, Customer Services Call Centre – telephone enquiries, etc. Adequate safeguards exist to prevent adverse impact and proactive steps are taken to promote access to employment; e.g. making reasonable adjustments for disabled people, ensuring access to groups that are under-represented in particular work areas through using advertising media that the groups can access; offering work placement opportunities – e.g. Waste Management recently offered a work placement opportunity to an unsuccessful disabled applicant to enhance their prospects for applying for future job vacancies.</p>	<p>23. Date on which Partial or Full impact assessment to be completed by</p>	<p>N/A</p>
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Signed (Completing officer)___Innocent Izamoje

Signed (Lead Officer)___ Judith Fear